

PROTOCOL PROCEDURES MANUAL

Updated on May, 2006

Board of County Commissioners

Division of Media, Protocol & Employee Recognition

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Background

Miami-Dade County is one of the most unique counties/communities in the country. Because of its large immigrant population, geographic location, and ties to countries around the world, Miami-Dade County has a large number of foreign consulates, foreign offices, and trade offices. Because of its importance in the country, the region and the world at large, every year the County welcomes a large number of foreign and domestic dignitaries and officials.

This manual is intended to outline the steps involved in receiving, and presenting dignitaries and other officials. Also, it will list the order of seniority of County officials, and how they should be greeted, presented etc.

The rules and processes of official/diplomatic protocol are based in pragmatic thinking, common sense, and good manners.

Protocol makes the job of representing our County easier by facilitating our work as a team, making our relationships and interactions with others more predictable, and by providing a basic social framework and hierarchy to follow.

We've designed this booklet to guide County officials and staff, and to help them master the basics of official/diplomatic protocol.

Protocol: Definition and History

By definition, protocol generally refers to customs and rules of politeness and courtesy between individuals and society. That is, the rules of official and social behavior. For government, nations and provinces, protocol is a system of conventions, procedures and symbols which express their identity and facilitate relationship between them. In short, protocol is a set of formal rules describing how to deal with officials.

It would be impossible to cite every rule governing every situation. The following suggestions are basic. Always apply common courtesy and you will never go wrong in those situations not covered in this booklet.

We should always display proper consideration for the office represented by the person.

The term "protocol" comes from the Greek and means "first glue". It may be said that protocol is the "glue" that holds official life in our society together.

Protocol is rooted in a sound knowledge of human relationships. Relationships, particularly official ones between nations have come to be governed by a series of accepted practices. These practices reflect the observance of mutual respect and consideration among sovereign nations. It makes possible the conduct of international affairs in an atmosphere of courtesy and friendliness. It is a mode of behavior most favorable to the achievement of international understanding and cooperation.

An example that illustrates the importance of established principles is that over time countries have almost gone to war over matters of ambassadorial precedence. Gradually over the centuries, a series of common procedures and practices have developed. Finally in 1814, at the Congress of Vienna, the matter of diplomatic precedence was defined.

U.S. history includes the use of diplomatic protocols even before the Constitution was written. With no history of kings and titled aristocracy, some early leaders such as President Zachary Taylor, using a "rough and ready" approach, got the country and himself into problems in the United States relationship with France.

Today the United States observes the traditional practices that have long been accepted as showing a due measure of honor and respect to other sovereign powers and their representatives, as well as our own national governmental representatives.

What does government protocol involve?

Government protocol covers such areas as official visits procedures, symbols (flags and other visual emblems, anthems, uniforms), forms of address (written and verbal), tables of precedence, state ceremonies, guidelines for hospitality, and seating-plans, gifts and dress codes. International protocol is a complex system of rules and conventions which govern the relationship between nation-states and in international organizations.

What does a protocol office do?

Protocol offices plan and organize official visits within their jurisdiction, for example, those of diplomats, foreign delegations, a Royal Family and a Governor General. They are usually responsible for government hospitality and ceremonial events and provide a consulting or advisory service on protocol-related matters. Depending on the jurisdiction, protocol offices may have a number of other responsibilities.

Definitions

While the list is not exhaustive, it lists some of the most commonly used words, terms and acronyms. For the purpose of this manual, we will use definitions from Miriam Webster's Dictionary (1996), and Miriam Webster on-line dictionary.

Decorum: Propriety of manner or conduct; grace arising from suitableness of speech and behavior to one's own character, or to the place and occasion; decency of conduct; seemliness; that which is seemly or suitable.

Etiquette: The forms required by good breeding, or prescribed by authority, to be observed in social or official life; observance of the proprieties of rank and occasion; conventional decorum; ceremonial code of polite society.

Honorific: A title or form of respect. Example: "The Honorable" is an honorific or courtesy title used to indicate respect for the stature of elected officials.

Precedence: The right to precede in order, rank or importance, including the right to precede others in ceremonies or social formalities; the order to be observed in ceremonies by persons of different ranks, as in international diplomatic precedence.

Dignitary: Any elected or appointed official. For example, head of state, ministers, heads of local and municipal governments, cabinet members, diplomats.

Protocol Order of Precedence: An adopted order of precedence that applies to persons who are listed for the purposes and at the levels identified. Example: The Protocol Order of Precedence for the United States applies mostly at the national and international levels and is part of the recognized system of international courtesy.

Protocol: The customs and regulations dealing with diplomatic formality, precedence, and etiquette (in official life; comparable to etiquette used in social life). Example: Elected officials rank higher than local appointed officials and should be introduced before them.

Rank: An official or social position or standing. Example: The President determines the order in which U. S. Cabinet members will be ranked in the federal Protocol Order of Precedence that applies mostly at the national and international levels.

Seniority: Priority, precedence or status obtained as the result of a person's length of service. Example: council members may be ranked in order of seniority for introductions and for privileges such as the order of presentation or introduction; selection of office space, seating and parking; and presiding or spokesperson responsibilities in the absence of the Mayor and Mayor Pro Tempore.

Title: A descriptive or distinctive appellation typically designated by right of rank, office or attainment. Example: The Mayor of the City of Laredo.

X: A journalistic symbol typically used herein to indicate that a specific number is to be substituted. Example: "Council Member, District X," indicates that the council member's district number must be substituted, when known, for the "X."

The Miami-Dade County Protocol Division

The Media, Protocol and Employee Recognition Division, as it is known today, is housed under the Office of the Chair of the Board of County Commissioners.

The Division of Protocol serves the Office of the Mayor and the Board of County Commissioners in preparing appropriate official instruments of tribute for formal presentations encompassing an assortment of functions of local, national and international consequence. It works with the Mayor and the Board of County Commissioners to honor visiting dignitaries, extraordinary civic achievements, accomplishments in the arts and major fields of endeavor, as well as outstanding individual or group contributions to the economic, social and spiritual well-being of Miami-Dade County.

These instruments of tribute bear the official Seal of Miami-Dade County and the signature of the Mayor, Chairperson of the Board of County Commissioners (BCC) and one or more Board member, depending on the occasion. By virtue of their official nature and the prestige of the office of the elected representative signing the document, these instruments extend intrinsic validation upon an individual or event in an official capacity.

The County's Protocol Division has several types of awards and honors for formal presentations at its disposal. These documents are usually presented at BCC hearings and other functions by Commissioners or other County officials.

This Division also coordinates with the County's International Jay Malina Trade Consortium in regards to dignitaries visits. Additional responsibilities of the Division include:

- Advising elected officials on all matters of protocol;
- Honoring visiting dignitaries, extraordinary civic achievements and outstanding individual or group contributions to the economic, social and cultural well-being of Miami-Dade County; and
- Preparing appropriate official instruments of tribute for formal presentation encompassing an assortment of functions of local, national and international consequence.

Type of Protocol Awards and Documents

Key to the County

The Key to **the County** extends an official welcome and also recognizes proven **leaders** whose contributions have enriched our society.

Proclamation

A proclamation designates a specific day, week or year in honor of an individual, group, event or purpose. **Proclamations should be reserved for the most significant of occasions.** Each year, events of national importance are designated by federal, state and county or city proclamations. These include Women's History Month, Black History Month, United States Constitution Week, Flag Day, Martin Luther King, Jr. Day, Ruben Darío Day, and José Martí Day among others.

Distinguished Visitor Certificate

With Greater Miami's growing stature as an international center for trade, commerce, tourism and travel, visiting dignitaries are often given an official welcome to Miami-Dade County. Distinguished Visitor Certificates **recognize visiting dignitaries of national and international stature** to enhance bonds of cooperation between our respective nations.

Certificate of Appreciation

These Certificates are given to **express the appreciation of the community for an extraordinary service rendered or a noteworthy contribution to the improvement of local life (whether social, cultural, economic or other or an act of selfless dedication).**

Congratulatory Certificate

These Certificates are given **to recognize a milestone birthday, anniversary, family reunion or other occasion where celebrations of landmark significance unite local citizens and visitors alike** in bonds of social harmony.

Commendation

An extraordinary act of valor, an uplifting act of humanitarianism or philanthropy or an inspirational artistic or intellectual accomplishment may be recognized by a special Commendation. Individuals or groups who demonstrate exceptional strength of mind and/or spirit toward humankind may be recognized.

Sympathy Resolution

These documents are prepared for presentation to bereaved families on behalf of the community for fallen officers of the law, individuals who left an indelible mark on the fabric of this community, victims of tragedy and others.

Souvenirs:

These are **keepsakes and mementos representing Miami-Dade County.** Items such as lapel pins, tie clips, pens, pencils, dictionaries, etc. are available for Commissioners to present to visitors. These items are all emblazoned with the County seal.

Procedures for Document Requests and Awards

To obtain an official document or award for presentation, you must:

- Call the Office of the Mayor, the Office the Commission Chair or your County Commissioner;
- Explain what you want to have presented, to whom, and, more importantly, why. The staff of the elected officials will explain what kind of document you may receive, depending on the occasion;
- Provide the name, e-mail address and phone numbers of a contact person in the event further research is required;
- The request must be made at least 7 days in advance to permit adequate preparation time. The person requesting the document will need to make arrangements with the elected official's office to pick up the document;

Helpful Tips

Before calling to request a document, read all of the descriptions of our protocol documents and awards to help you select the appropriate documents.

For a *Proclamation*, *Commendation* or *Sympathy Resolution* submit a biography, not a résumé. It should include enough information to enable the writer to prepare text of about five to six paragraphs in length.

A misspelled or incorrect name can diminish the value of the recognition to the recipient. Special care should be taken to ensure that names of individuals and organizations are accurately spelled.

Also, all collateral information regarding the event, invitation, media kit or articles, etc. should be forwarded with the request to ensure the writer has a full understanding of the occasion when preparing the text.

For a *Certificate of Appreciation*, *Distinguished Visitor* or *Birth Day* or *Congratulatory Certificate*, the name of the person, date, purpose of the document, or other information related to the document requested must be submitted.

Rules and Regulations

EMERGENCIES:

The unexpected is a fact of political life and emergencies arise. It is incumbent upon staff to keep emergencies, when requesting protocol documents, to a minimum. Protocol requests from constituents received by the Commission Chairperson or the Mayor's office staff must be forwarded immediately for processing.

FRAMES:

Frames are available for presentations. Each commission office has been allocated **one per month**. It is recommended that Distinguished Visitors Certificates not be framed as accidents have occurred in the past and recipients harmed by shattered glass while traveling.

MULTIPLE REQUESTS:

All requests exceeding 10 preprinted documents per event (certificates of appreciation – distinguished visitors certificates) must be made at least 7 working days in advance of date needed. Each of these documents is prepared individually, by hand. Multiple requests warrant adequate time for preparation.

MULTIPLE SIGNATURES ON DOCUMENTS:

With documents taking the signature of numerous members of the Commission, allow an extra three days for preparation.

LOST OR DAMAGED DOCUMENTS:

Documents lost or damaged after they are received and signed for by the requesting office which need to be duplicated, will be treated as a new request. The seven-day rule will be applied.

Note of No Exceptions:

Absolutely no declared candidate for political office will receive a document of any type. This will avoid the impression of an official Miami-Dade County endorsement of this individual and the possibility of a member of the County Commission being accused of impropriety.

Miami-Dade County Elected Officials Rankings

Miami-Dade County's protocol order of precedence reflects the County's general order of seniority and responsibility in receiving dignitaries/officials.

In the Mayor's absence, the Chairperson of the Miami-Dade Board of County Commissioners becomes the official County host. The Vice-Chair becomes the official County host should the Mayor and Chairperson not be available. In the absence of the Mayor, Chair or Vice – Chair should these respective offices deem another Commissioner or County official/department more appropriate to handle such a request, such request will be designated to that Commissioner's office or County official. However, whichever district the dignitary/official will be visiting, the Commissioner and the Mayor of the corresponding city must be invited.

In addition to the Mayor and the Chairperson, Commissioners, County officials or departments with responsibilities related to the functions of the visiting dignitary/official should be invited to meet and greet that dignitary/official. As a guide, is a list of the rankings and committee/subcommittee responsibilities of the County's top officials:

Order of Precedence

Carlos Alvarez
Mayor

Joe A. Martinez
Chairman

Dennis C. Moss
Vice Chairperson

Board of County Commissioners

Barbara Jordan	District 1
Dorrin D. Rolle	District 2
Audrey Edmonson	District 3
Sally A. Heyman	District 4
Bruno A. Barreiro	District 5
Rebeca Sosa	District 6
Carlos Gimenez	District 7
Katy Sorenson	District 8
Dennis C. Moss	District 9
Javier D. Souto	District 10
Joe A. Martinez	District 11
José "Pepe" Diaz	District 12
Natacha Seijas	District 13

Harvey Ruvin
Clerk of Courts

George M. Burgess
County Manager

Murray Greenberg
County Attorney

Honorifics and Titles for Officials

The proper use of honorifics such as "The Honorable" and of titles such as "Council Member" facilitates observing the desired decorum in official life. Rules that are appropriate at the federal level, however, may be deemed inappropriate as the local level. Miami-Dade County, for example, extends the courtesy title of "The Honorable" to all elected officials, although aware that at the federal level this honorific is not extended to county or to city officials other than the Mayor. What follows, then, is Miami-Dade's guidelines for honorifics and titles used for elected, appointed and religious officials, with a special section on gender-free usage.

Use of "The Honorable" for Elected Officials

Miami-Dade County shall extend the courtesy title, "The Honorable," to all elected officials.

"The Honorable:" will be used in addressing, orally and in writing, elected officials at the federal, state, county and city levels.

In extending the honorific to elected officials, Miami-Dade County includes those from other countries who are not addressed otherwise.

"The Honorable" is preferred throughout the United States, in stark contrast to honorifics such as "The Right Honorable" in the British Commonwealth and "Excellency" used in other countries.

This honorific may be used to address any ranking foreign officials who are not entitled to be addressed as "Excellency" in their respective countries.

When high-ranking officials are expected, the County's designated representative shall study the country's protocol and secure information developed by the U.S. Department of State to determine whether they should be addressed as "His Excellency," "Her Excellency" or, simply, "Excellency."

High-ranking presidential appointees in office or retired, such as Members of the U.S. Cabinet, also are addressed as "The Honorable." (McCaffree and Innis, pages 20-21)

"The Honorable" may be used to address the Florida Secretary of State, but not other appointed officials at the state, county or city levels.

County staff members should not be addressed as "The Honorable," unless they also hold elected offices.

Members of County/city boards and commissions should not be addressed as "The Honorable," unless they also hold elected offices.

An elected official should never use "The Honorable" to refer to himself or herself, orally, in writing or on letterhead.

Use of "Honorable" with Names, Not Titles

"The Honorable" should be used before an elected official's name, not title.

"The Honorable" may be used to address former elected officials, though without their former titles.

Honorifics and Titles for the Mayor of Miami-Dade County

The Mayor of Miami-Dade County may be addressed as follows:

In Introductions:

The Honorable (FULL NAME), Mayor of Miami-Dade County
Mayor (FULL NAME)

At meetings, forums and hearings:

Mr. Mayor or Madam Mayor (FORMAL USAGE)
Mayor (SURNAME), (INFORMAL USAGE)
Mayor (INFORMAL USAGE)

When addressing the Mayor in public, even friends who are on a first-name basis should use the appropriate title to demonstrate respect for the office and should use "Mayor" rather than gender-specific titles such as Mr., Mrs., Miss or Ms.

In self-introductions the Mayor should state simply, "I'm (FULL NAME), Mayor of Miami-Dade County," rather than using language such as, "I'm Mayor (FULL NAME)."

Honorifics and Titles for Members of the Miami-Dade Board of County Commissioners (BCC), the Chairperson and Board Members may be addressed as follows:

In Introductions:

The Honorable (FULL NAME), Miami-Dade County Commissioner, District X
County Commissioner (FULL NAME)

At meetings, forums and hearings:

Mr. Commissioner or Madam Commissioner (FORMAL USAGE)
Commissioner (SURNAME), (INFORMAL USAGE)
Commissioner (INFORMAL USAGE)

When addressing BCC members in public, even friends on a first-name basis should use the appropriate titles to demonstrate respect for the office and should use "Commissioner" rather than Mr., Mrs., or Ms. In self-introductions BCC Members should state simply, "I'm (FULL NAME), Miami-Dade County Commissioner," rather than using language such as, "I'm Commissioner (FULL NAME)."

Use of Honorifics and Titles in Public

When addressing each other and participants at public functions, elected officials should reflect the same level of formality and respect that they expect directed to them.

By using titles and surnames to refer to each other and to participants, they set the tone and level of formality not only for participants, but also for observers.

They should not refer to each other by first names or by surnames preceded by "Mr.," "Mrs.," "Miss" or Ms." instead of by titles.

Example of proper usage: Commissioner (SURNAME)
Example of improper usage: Mr. (SURNAME)

When addressing elected officials orally at meetings, hearings, forums or similar activities, participants should use their titles and names, but not "The Honorable."

Examples of correct usage:

"Good afternoon, Mr. /Madam Mayor and Commissioner..."

"Good morning, Mayor (SURNAME) and Commissioner..."

"Yes, sir." Or "Yes, Ma'am."

Examples of incorrect usage:

"Good afternoon, Honorable Mayor and Commissioner..."

"Good morning, Honorable Mayor (SURNAME) and Commissioner..."

"Good evening, Mrs. (SURNAME), Mr. (SURNAME), Miss (SURNAME) and Ms. (SURNAME)."

"Yes, Madam." Or "No Mister."

Gender-Free Language

When addressing elected officials, appointed officials, staff members or participants at County-sponsored events or referring to them in writing, gender-free language should be used.

"Lady" should not be used before a title, such as "Lady Mayor" or "Lady Commissioner."

Gender-free titles should be used, such as Mayor, Commissioner, firefighter, police officer.

Women should not be referred to by their first names while men of similar elected or professional status are referred to by their titles and surnames.

Generally, men and women should be treated with equal respect and professionalism, including using gender-free language and avoiding sexist nonverbal behaviors such as winking at women.

Honorifics and Titles for Religious Leaders

Religious leaders do not use "The Honorable" with their names and titles.

Preferred honorifics for numerous religions are listed in many protocol, etiquette and business communication books, as well as in books about the rich variety of organized religions.

Some Roman Catholic officials use "His Excellency."

The City's designated representative should ensure correct usage of titles such as "Brother," "Father," "Monsignor," "Pastor," "Rabbi," "Reverend," "Sister," etc.

Correct Usage in Correspondence

When addressing business and social correspondence for elected officials, "The Honorable" should be spelled-out and placed on the line before the official's name.

The title should be on the second line and the spouse's name on the next line, indented.

Examples of correct usage:

The Honorable (FULL NAME)
Mayor
Miami-Dade County
(ADDRESS)

The Honorable (FULL NAME)
Miami-Dade County Commissioner, District X

(ADDRESS)

Examples of incorrect usage:

The Hon. (FULL NAME)
(TITLE)
(ADDRESS)

The Honorable (TITLE) (FULL NAME)
(ADDRESS)

Order of Precedence for County-Sponsored Events

Miami-Dade County sponsors countless meetings, ceremonies and activities throughout the year. Questions ranging from the order of introductions to the content of the program typically are raised and too often are answered with conflicting information. To enhance efficiency in planning and to promote decorum, the guidelines below define the order of precedence for typical programs at County-sponsored events, while the next section focuses on the program content, with a special sub-section for program participants, including the master of ceremonies. The narrative is presented in a script format that is adaptable for the occasion, persons and purposes at hand.

County Hosts

At County-sponsored ceremonies such as ribbon-cuttings and groundbreakings, the Mayor and Members of the Board of County Commissioners may be introduced as hosts before observing the traditional Protocol Order of Precedence.

In such cases introductory statements such as the following should be made:

- "Ladies and Gentlemen, please welcome our hosts for Miami-Dade County,
- "The Honorable (FULL NAME), Mayor of Miami-Dade County.
- "An honorary co-host, the Honorable (NAME) Mayor of our Sister City of (Name)."
- The Honorable (FULL NAME), Chair, Board of the Miami-Dade County Commissioners."
- "The Miami-Dade County Commissioner who represents District X in which we celebrate this (EVENT) today, the Honorable (FULL NAME)."
- In order of District, their colleagues on the Board of County Commissioners."
- "The Honorable (NAME), Miami-Dade County Commissioner, representing District X."

- The Honorable (NAME), Miami-Dade County Commissioner, representing District X.”

(CONTINUE INTRODUCING COUNTY COMMISSION MEMBERS.)

The traditional Protocol Order of Precedence then will be observed, beginning with the highest-ranking elected official present.

County staff members may be introduced in the following order with language such as, “The County staff of Miami-Dade is largely responsible for our success, especially,

“The County Manager, (FULL NAME).

“The Assistant County Manager(s), (FULL NAME).

“The County Attorney, (FULL NAME).

“The Director of (DEPARTMENT NAME), (FULL NAME).

(CONTINUE INTRODUCING APPOINTEES AND STAFF DESIGNATED BY THE MAYOR AND THE BOARD OF COUNTY COMMISSIONERS, THOUGH PLACING THEM IN APPROPRIATE ORDER.)

Members, County Boards and Commissions

Members of County Boards and Commissions may be introduced, especially if their duties are related directly to the ceremony at hand.

The Library Advisory Board, for example, could be introduced at the opening of a County Public Library, but not necessarily a groundbreaking for a park.

When Board or Commission members are introduced because their duties are related to the ceremony at hand, they should be introduced after County Commissioners.

The Chairs of Boards or Commissions should be introduced first, then their respective members in either seniority or district order.

Community Leaders

When appropriate, introduce community leaders such as the following:

- The Chair of the Board of Directors of the Miami Dade Chamber of Commerce, (FULL NAME).
- The President of the Miami Dade Chamber of Commerce, (FULL NAME).
- The President of Florida International University, (FULL NAME).
- The President of Miami Dade College, (FULL NAME).
- The Superintendent of Dade County Public Schools, (Full Name).

(THE MAYOR AND MEMBERS OF THE BOARD OF COUNTY COMMISSIONERS MAY ADD OTHERS TO THE LIST OF COMMUNITY LEADERS TO BE INTRODUCED, MAKING DECISIONS BASED ON THE OCCASION AT HAND, NUMBER OF COMMUNITY LEADERS PRESENT, TIME AVAILABLE AND CONDITIONS SUCH AS WEATHER AND SEATING ARRANGEMENTS.)

Project Participants

It is appropriate to introduce architects, artists, contractors, designers, engineers and others who played major roles in developing the project related to the ceremony at hand.

Attendance and correct names and titles should be confirmed in advance to avoid offending participants.

Programs for County-Sponsored Events

Programs sponsored by Miami-Dade County reflect different purposes and participants, but typically require similar elements and participatory roles. Related to the preceding section, "Order of Precedence at County-Sponsored Events," this section offers an overview of typical program content and participants.

Presented in a format that can be adapted easily for varied events, it includes standard pre-program announcements; describes the responsibilities of speakers and presenters; identifies courtesies that should be extended to principles such as the keynote speaker; offers specific precautions that preclude common minor but embarrassing problems; and reviews the importance of decorum, including for Miami-Dade personnel who are present but are not program participants. It also highlights the role and responsibilities of the master of ceremonies, for his or her performance is critical to any program's success and enjoyment.

Organizers and planners who adapt this format should consider variables such as the weather and seating arrangements in determining the ideal program length and time limits for speakers and presenters. If the audience is standing outdoors in inclement weather, for example, the program should be brief and time limits implemented

Pre-Program Announcements

At least five, then two, minutes before the program begins, an unseen announcer should announce from afar the starting time with language such as,

- "Ladies and gentlemen, the program will begin in five minutes. Please be seated."
(DO NOT SAY, "TAKE YOUR SEATS.")

Three minutes later, the unseen announcer should state from afar,

- "Ladies and gentlemen, the program will begin in two minutes. Please be seated."

When the master of ceremonies is ready to begin, the unseen announcer should state from afar,

- "Ladies and gentlemen, please welcome your master of ceremonies, (FULL NAME AND TITLE)."

If this is handled properly, the master of ceremonies will not have to waste time trying to get the audience's attention and or start on a negative note. When introduced in this style, the master of ceremonies will not have to begin with a self-introduction.

"Master of Ceremonies" should be used for men and for women, rather than using "Mistress of Ceremonies" for women.

Program Format

Call to Order (MASTER OF CEREMONIES)

Invocation (RELIGIOUS REPRESENTATIVE)

Presentation of Colors, (COUNTY HONOR GUARD)
National Anthem and/or Pledge of Allegiance

Welcome and Opening Remarks Mayor, Chairperson, Commissioner or Miami-Dade County (OR DESIGNEE)

Introduction of Honored Guests (MASTER OF CEREMONIES)

Speeches and Presentations (GUEST SPEAKERS)

Special Activities (COUNTY'S DESIGNEES)
(RIBBON-CUTTING,
GROUNDBREAKING,
UNVEILING, ETC.)

Concluding Remarks (MASTER OF CEREMONIES)

Program Participants

Master of Ceremonies

Likely candidates to be master of ceremonies or to make presentations at County-sponsored events include the following elected officials in the designated order:

Mayor, Miami-Dade County

Chairperson, Miami-Dade Board of County Commissioners

Miami-Dade County Commissioner in whose district the event is held

Miami-Dade County Commissioner most involved in the project, type of activity, issue and/or celebration at hand

Miami-Dade County Commissioner (SELECTED IN EITHER SENIORITY OR DISTRICT ORDER)
If a County staff member is to serve as Master of Ceremonies, candidates should be considered in the following order:

County Manager

County staff member most involved in the project, type of activity, issue and/or celebration at hand.

Selecting a good master of ceremonies is critical to success, especially because he or she must:

Begin, develop and end the program efficiently, effectively and appropriately while reflecting a professional demeanor as Miami-Dade County's representative.

Understand and accept the responsibility to begin the program timely, ensure smooth transitions between speeches and activities, direct the audience to any secondary locations for special activities such as ribbon-cuttings and conclude the program.

Avoid improper actions such as delivering a series of speeches throughout the program, providing information that should be articulated by other program participants and/or offering an egocentric perspective of the program and its participants. (Zaffirini, page18)

Work within a time frame for the program and ensure that all program participants understand their purposes and time limits, especially for outdoor ceremonies in inclement weather.

The Communications Department shall ensure that the script and materials for County-sponsored events are consistent with the County's Protocol Division handbook and with the Priority Procedures for the County Mayor and County Commissioners.

Elected and appointed officials shall be introduced in protocol order, with the Mayor, Chairperson and County Commissioners introduced first.

The Communications Department shall ensure that a current protocol list is developed and provided for the master of ceremonies at County-sponsored events.

Program Participants

Program participants must understand their designated purposes and time limits.

Those invited "to say a few words" should not upstage principal participants.

They should secure approval for presentation of gifts, plaques, etc., so as to avoid violating ethics codes and/or upstaging principal participants.

They should not risk offending hosts or honorees with unexpected, perhaps unwelcomed, presentations.

Participants must be prepared to shorten their presentations in case of bad weather, unexpectedly long program, etc.

Introduction of Speakers:

Should honor time limits (1-3 minutes; 3-5 minutes for keynote speaker or honoree)

Should not oversell speaker's ability.

Should not dwell on self.

Should not read a boring profile.

Should develop an interesting introduction that is appropriate for the occasion and audience at hand.

Keynote Speakers

Many keynote speakers prefer to speak first, and they should be given the opportunity to decide whether to speak first or last.

Their speaking first precludes their having to reorganize their speeches quickly after another speaker uses their content.

Their speaking precludes first precludes their addressing an audience that is bored and tires from listening to too many speakers for too long.

Allowing the keynote speaker to speak last enables him or her to build upon the success and themes of other speakers.

No one should be allowed to upstage the keynote speaker of honoree.

Precautions

The program format and length should be developed in cooperation with visiting dignitaries and key program participants to preclude offending them with unexpected delays and to honor their preferences.

To avoid offending or disappointing the audience by announcing that visiting dignitaries have to “speak and leave,” secure time commitments from them in advance with estimated arrival and departure times.

When program participants are from out-of-town, consider their travel schedules when planning the time and length of the program.

Always have “Plan B” ready in case principles are late or fail to honor their commitments.

Guests designated to perform special activities such as cut ribbons or break ground must be informed in advance to ensure their presence and preparedness.

Too many speeches and too long a program often doom celebrations, so every effort must be made to ensure that all participants cooperate, fulfill their duties and do not upstage the Keynote Speaker, honoree or other luminaries.

Decorum

The Mayor, master of ceremonies and keynote speaker establish the proper decorum by setting the tone and level of formality

Program participants should use honorifics and titles rather than first names:

- Example: The honorable (FULL NAME), (TITLE)” on first reference.
- Example: “(TITLE+SURNAME)” in future references.

County personnel should consider themselves “on duty,” even if they have no designated responsibilities.

They should motivate others to listen to speakers and participate in activities.

They should volunteer to fill any leadership or performance vacuums. They should be alert to potential problems and assume “troubleshooting” responsibilities as necessary in the name of good customer service for constituents.

Once the respective department/agency director under the guidance of the County Manager’s office has designated personnel, the personnel must be responsible not only for the program and all of its related activities, but also for ensuring that facilities ranging from the restrooms to vending machines, pay telephones are operational and handicap accessible.

Decorum for County-Sponsored Meetings

Miami-Dade County is proud of its reputation for cultural diversity and hospitality. Connected to ensuring a professional and courteous environment in which to conduct the public's business, the County Mayor and County Commissioners prioritize observing the following principles of decorum and of parliamentary procedure at County-sponsored meetings and events.

Principles of Decorum

Consistent with commitment to excellence in customer service, the basic principles of protocol, decorum and parliamentary procedure (Robert) shall be reflected by County elected and appointed officials and by County staff at all times, especially during County-Sponsored meetings, hearings, events and other activities:

Extend courtesy and justice to everyone.

Consider one subject or issue at a time.

Respect and consider the rights of the majority; of the minority, especially of a strong minority greater than one-third; of individual members; of absentees; and of all of these cumulatively.

Ensure that the minority is heard.

Ensure that the majority prevails.

The Presiding Officer shall be responsible for strict adherence to protocol and proper decorum at all times by all participants.

All participants must conduct themselves in compliance with all relevant statutory requirements, parliamentary rules and relevant County policies and procedures.

Debate, discussion and presentations shall reflect respect for all participants and the appropriate level of formality.

Sample Invitations

- *Example 1:*



You are cordially invited to attend the
State of the County Address
Presented by Miami-Dade County Mayor
(NAME)

At 10:00 A.M., Wednesday, March 12, 2006
Miami-Dade College
Wolfson Campus
300 N.E. 2nd Avenue
Betty and Alvah Chapman Conference Center
Miami, Florida

Free Metromover service is available.
Exit at the College/Bayside Station.

Refreshments provided following ceremony
RSVP by (DATE)
(TELEPHONE NUMBER)

- *Example 2:*



Mayor (NAME)
&
Miami-Dade County Commissioner
(NAME)
request the pleasure of your company at a reception for

(EVENT NAME)

Tuesday, July 25, 2006
6:00 – 8:00 P.M.
Port of Miami
1015 N. America Way

Regrets Only: 305-555-5
Invitation is Non-Transferable

The Chairman's Club, Terminal 5
Dress: Business Attire

- **Example 3:**



Chairperson (NAME)
and members of the
Board of County Commissioners

Request the pleasure of your company at a reception for

(EVENT NAME)

Tuesday, May 25, 2006
6:00 – 8:00 P.M.
Port of Miami
1015 N. America Way

Regrets Only: 305-555-5555
Invitation is Non-Transferable

The Chairman's Club, Terminal 5
Dress: Business Attire

NOTE: The Communications Department handles the layout for all official County events

Example: 4



County Manager (NAME)
requests the pleasure of your company
at a reception for

(EVENT NAME)
Tuesday, November 18, 2006
6:00 – 8:00 P.M.
Port of Miami
1015 N. America Way

Regrets Only: 305-555-5555
Invitation is Non-Transferable

The Chairman's Club, Terminal 5
Dress: Business Attire

NOTE: MIAMI-DADE COUNTY'S TOMBSTONE ALWAYS NEEDS TO BE PLACED ON THE BACK OF THE INVITATION. (SEE BELOW)

(NAME)
Mayor

Board of County Commissioners

(NAME)
Chairperson

(NAME)
Vice Chairperson

(NAME)	District 1
(NAME)	District 2
(NAME)	District 3
(NAME)	District 4
(NAME)	District 5
(NAME)	District 6
(NAME)	District 7
(NAME)	District 8
(NAME)	District 9
(NAME)	District 10
(NAME)	District 11
(NAME)	District 12
(NAME)	District 13

(NAME)
Clerk of Courts

(NAME)
County Manager

(NAME)
County Attorney



Logistics

International, National, State, Local Visits

International trade related protocol requests are handled by The Jay Malina International Trade Consortium (ITC). *Visits from elected officials, dignitaries and other official representatives* are in handled in conjunction with the County's Protocol Division. As is customary, we will notify and involve the necessary County Officials, Agencies and Departments to ensure the proper representation of the County and the proper execution of the official program.

Upon receipt of the official requests, the respective department/agencies will work with the Office of the highest ranking County official who will be receiving the visiting dignitary/official, where necessary, the police, and other relevant County organizations to ensure the success of the visit.

Immediately following request/confirmation of visit:

The respective department/agencies will work with the County's Protocol Division to coordinate with the local authorities, and the office of the visiting dignitary/official to formulate the program which will be communicated to all the concerned parties as soon as it becomes available (in a timely manner).

- Receiving line
- Identify lead local person – lead local person is the main point of contact with/for the visiting dignitary
- Visit site and identify needs (podium, background, seating, audio/visual, green room, refreshments (water), location of receiving line, parking, transportation, other)
- Press Pool
- Contact support departments
- Notifications (local/other elected officials; confirm availability)
- Develop preliminary program based on anticipated participation

Prior to dignitary/official's arrival

Prior to the arrival

- Logistics
- Advance Team Personnel
- Invitations
- Site survey to confirm arrangements
- Make calls to confirm RSVPs; modifications to program to reflect any changes

* **Note:** Miami-Dade police department and Miami International Airport Protocol will not be required to provide immediate notification for non Miami-Dade County sponsored/official visits or events.

(See Appendix 'E' for the Special Events Protocol Checklist)

Miami-Dade Police Department Dignitary Protection

Dignitary Protection/Assistance Requests:

1. All requests for dignitary protection/assistance must be received through official channels; i.e., USSS, USDS, United States Military, Governor's Office, etc., and require the approval of the Special Patrol Bureau Major.
2. Upon receipt, the request will be reviewed for appropriate classification of both the dignitary and threat level.
 - a. Dignitaries are classified as follows:
 - (1) Class 1 - Low-level United States and foreign government officials, as well as state, county, and municipal officials. This category will also be used for individuals deemed to have celebrity status.
 - (2) Class 2 - Foreign heads of state, cabinet-level government officials, and any other person whose status lends cause for considerable security concerns.
 - (3) Class 3 - President and Vice President of the United States.
 - b. Threat Level Classifications:
 - (1) Remote - No known information that a threat exists.
 - (2) Possible - Based upon information, or knowledge, of a previous threat, and/or the individual is considered to be highly controversial.
 - (3) Probable - Based upon information that an actual threat, with ability to carry out, exists, or has previously occurred.
3. Dignitary Protection/Assistance details will be handled in accordance with procedures outlined in Departmental Manual Chapter 24, Part 4, Assisting Other Agencies, Section 4, Dignitary Protection.
 - a. The SRT/DPU Lieutenant will provide guidance to departmental personnel involved in the detail.
 - b. The SRT/DPU Lieutenant will consolidate data received from the Resource Allocation (Annex E) memorandum submitted by concerned entities at the completion of the detail.

NOTE: During a dignitary protection detail, the concerned SRT/DPU Lieutenant is empowered to exercise line authority over departmental personnel involved in the detail.

TABLE SEATING ARRANGEMENTS

Table seating for formal official luncheons and dinners is a necessary procedure when entertaining government officials, foreign dignitaries, and other distinguished persons in international social life.

The basic rules of precedence discussed in Page 6 should be studied carefully in order to acquire an understanding of the specific seating arrangements shown on the following pages. Precedence, based on one's official position or military rank, should be the determining factor of seating arrangements for all official functions.

At mixed official luncheons and dinners, according to American custom, the place of honor for male guests is to the right of the hostess. If the guest of honor is to be given the place of honor at the table, the host should avoid inviting persons of higher rank. However, when a ranking guest is invited, the host may choose: (1) to make the senior guest (higher-ranking guest) the co-host, if it is a stag function; (2) to ask the higher-ranking guest to waive his right in favor of the guest of honor; (3) to seat the guests according to precedence even though it places the guest for whom the dinner is given far down the table; (4) to divide the seating between two or more tables if there is a delicate situation regarding ranking and if the number of guests warrant it.

The man next in rank sits on the left of the hostess; the next lady, on the left of the host. The host and hostess may sit either at opposite ends of the table (head and foot—the traditional seating) or across from each other at the middle of the table (this is a seating frequently used where the host and hostess are closer to a greater number of their guests).

Women are seated at dinner according to what their official position dictates or according to the rank of their husbands.

At an official dinner where there are guests without protocol ranking, the seating may be based on personal or scholastic achievement, mutual interest, social prominence, age, and closeness of friendship. When foreigners are present, linguistic ability may be a deciding factor in the seating. When the guest of honor and second ranking official have been placed, non-ranking guests may be seated between those of official rank.

It is desirable that the total number of persons at the table not be a number divisible by four in order to alternate men and women between the host and hostess. To seat a table in the four series (eight, twelve, sixteen, twenty persons, for example) and to avoid seating two men and two women together, the hostess may sit to the left of the seat that is properly hers, with the ranking male guest on her right. If the table is wide enough, she may put two persons at each end.

The contemporary host and hostess frequently find that round tables of six or more persons allow more flexibility than rectangular ones. Often it is more convenient to entertain at two or more tables of six or more persons. The advantage of this arrangement is that it affords more places of honor as the host and hostess can each have a co-hostess and co-host at their respective tables.

For more than two tables, the host and hostess each take a table, and ranking County guests, separately or as couples, are used as host and hostess at other tables; e.g., the Mayor at one table, the first lady at the second table, the Chair of the Board of County Commissioners at a third, etc. For a function requiring a large number of round tables, the host and hostess must avoid being seated in the center of the room where their backs would be facing their guests.

At seated meals given by official County government personnel abroad, foreign guests should have precedence over Americans of comparable rank with the exemptions of an American Ambassador. County officials present on such occasions should understand that it is customary to cede one's rank to a representative of another country. They should forget precedence among themselves and be prepared to be seated in any way that will make conversation easier and will take language abilities into account.

To avoid any misunderstandings, it would be well for the host or hostess to inform in advance any guests, whether American or foreign, who are not seated according to protocol, of the reason for this departure from the norm. When a high ranking official is a guest, they should obtain his prior permission.

Americans should be prepared for wide variations when entertaining or being entertained by nationals of other countries.

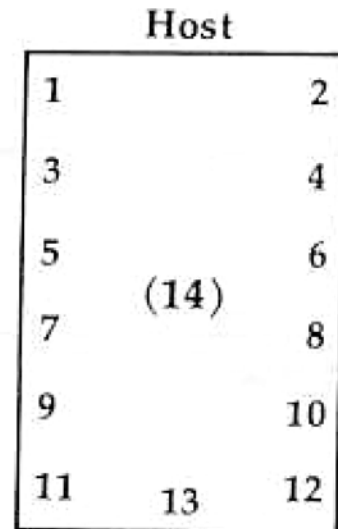
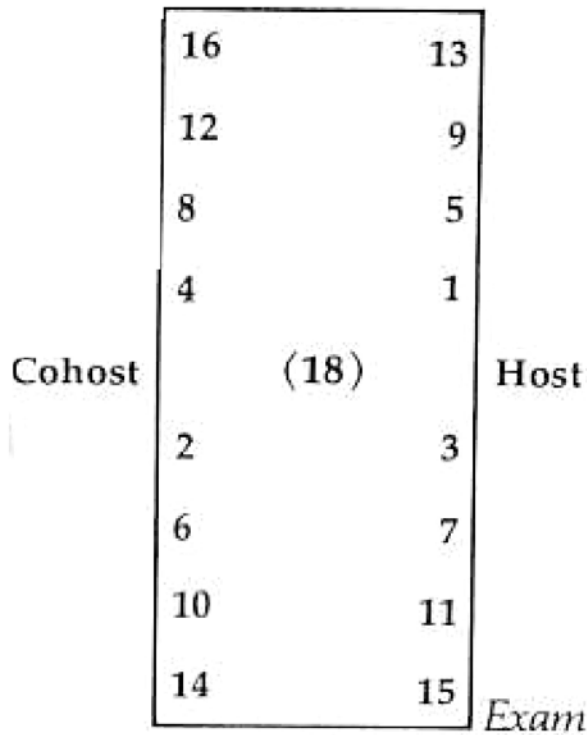
In some countries, for example, the place of honor is on the left of the host and hostess, instead of on the right.

It is desirable, if at all possible, to avoid placing two men or two women next to each other. However, in order to avoid seating a woman at the end or outer edge of a table, it is sometimes necessary to place two women together as shown in example 3b.

While engaged couples are always seated together, one should avoid seating a man and his wife together.

TABLE SEATING PLANS
(All-Male or All-Female Luncheons and Dinners)

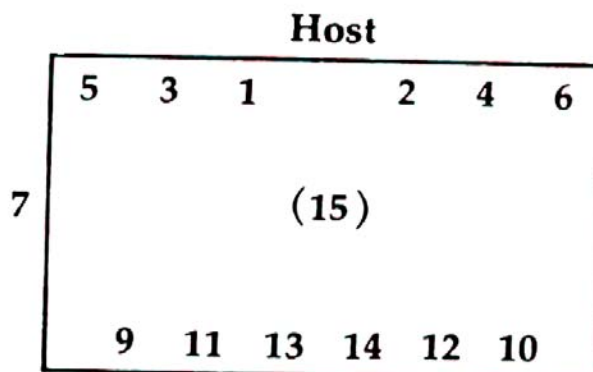
At large unmixed functions, as in the case of bachelor-hosted unmixed parties, it is desirable to designate a co-host or co-hostess to balance the table. If the event has both foreign and County official guests, it is appropriate to ask the senior County official to co-host. If several important foreigners are to be honored, the senior County official should be seated opposite the host.



Example 1b. Without cohost.

If there is a co-host, he or she should be seated opposite the host or hostess at the center of a narrow rectangular table. See example 1a.

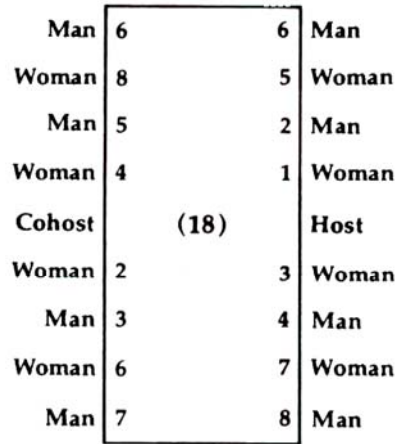
When the party is small or a co-host is not desired, the host sits at the head of the table with the younger or junior guests at the foot. See example 1b. An alternative seating plan for the host or hostess presiding alone is shown in example 1c.



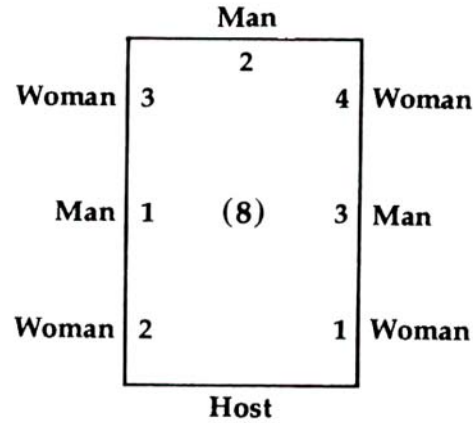
*Example 1c.
Alternative plan
without cohost.*

(Mixed Luncheons and Dinners with Bachelor Host or Hostess)

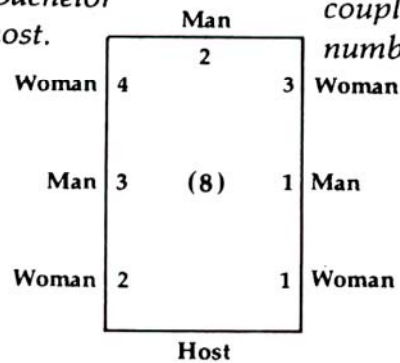
A bachelor, or a man entertaining in the absence of his wife, usually chooses one of the several seating arrangements suggested below:



Example 2a. Bachelor host with cohost.



Example 2b. No cohost; married couples with extra woman; number divisible by four.



Example 2c. No cohost; not all married couples; number divisible by four.

If the number of guests is not divisible by four, a woman guest might be asked to act as hostess in order to balance the table. Examples 3a or 3b, below, may then be used.

For large parties, in order to balance the table and give prominence to the ranking man, it is usual to ask the latter to co-host.

In this event both the host and co-host would sit facing each other across the middle of the table. See example 2a.

Alternatively, for a small dinner of eight or twelve when neither hostess nor co-host is desired and where the woman and man guests of honor are married, example 2b is appropriate. Example 2c can be used for a dinner of eight or twelve when the ranking man and woman are not married to each other.

For the bachelor hostess the seating plans detailed above should be used. A member of the woman's family may be asked to act as co-hostess or the ranking man asked to co-host.

(Traditional Mixed Dinners)

In this arrangement, the host and hostess may sit at the head and foot of the table. See example 3a.

	Hostess		
Man	1	2	Man
Woman	3	4	Woman
Man	5	6	Man
	(14)		
Woman	6	5	Woman
Man	4	3	Man
Woman	2	1	Woman
	Host		

Example 3a. Host and hostess at ends of table.

Man	8	7	Woman (5 Man)
Woman	6	5	Man (7 Woman)
Man	4	3	Woman
Woman	2	1	Man
Host	(18)		Hostess
Woman	1	2	Man
Man	3	4	Woman
Woman	5	6	Man (8 Woman)
Man	7	8	Woman (6 Man)

Example 3b. Host and hostess at center of table.

Nowadays at large official dinners, the host and hostess often choose to sit opposite each other in the center of the table. See example 3b. However, when an equal number of men and women are invited, this arrangement means that women are seated at the outside places on one of the sides. This can be avoided by seating two women together (women 7 and man 5 are changed to place the man at the end and leave women 3 and 7 side by side; similar changes are made for woman 8 and man 6), or by two places being set at each end of the tables as shown in example 3c. If there are more men than women, this results in fewer places on one side. The last places can be occupied by men. With this arrangement, in order to balance the table, the place settings are spread farther apart on that one side.

An alternative plan would be to have two tables with the host at one and the hostess at the second. See example 3d.

	Man Hostess		
Woman	3	1	2 Man
Man	5		4 Woman
Woman	7		6 Man
Man	8	(18)	8 Woman
Woman	6		7 Man
Man	4		5 Woman
Woman	2		3 Man
	Host Woman		

Example 3c. Two places at each end of table.

	Hostess				Man		
Man	1	2	Man	Woman	5	7	Woman
Woman	3	4	Woman				
		(10)		Man	8	(8)	6 Man
Man	7	5	Man				
Woman	8	6	Woman	Woman	2	1	Woman
	Man				Host		

Example 3d. Host and hostess at separate tables.

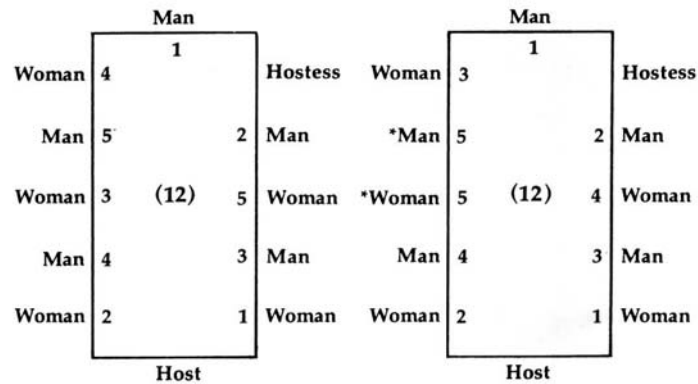
(Mixed Dinners)

As long as the number of guests is divisible by four and there is an equal number of men and women, the host and hostess cannot sit opposite each other without putting two men and two women together. If the hostess simply moves one seat to the left of the seat that is properly hers, with the ranking male guest on her right, the table will be balanced. See example 4a. An unmarried couple in such a group may be seated side by side. See example 4b.

Contemporary hostesses often solve this problem by using a round table. See example 4c.

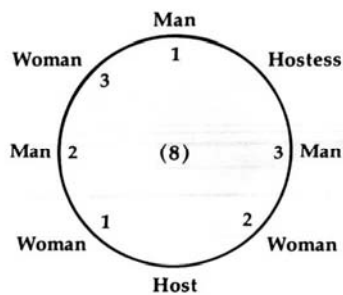
Sometimes it is more convenient to entertain at two or more tables of six or more persons. See example 4d. This arrangement affords more places of

honor: (1) the host and hostess would not then be co-hosts at their respective tables; and (2) they can each have a co-hostess and co-host at their respective tables (either ranking guests or guests of honor, but it is usual for such co-hosts to be Americans). For more than two tables, the host and hostess each take a table and ranking American guests, separately or as couples, are chosen as host and hostess at other tables.



Example 4a. All couples married; number divisible by four.

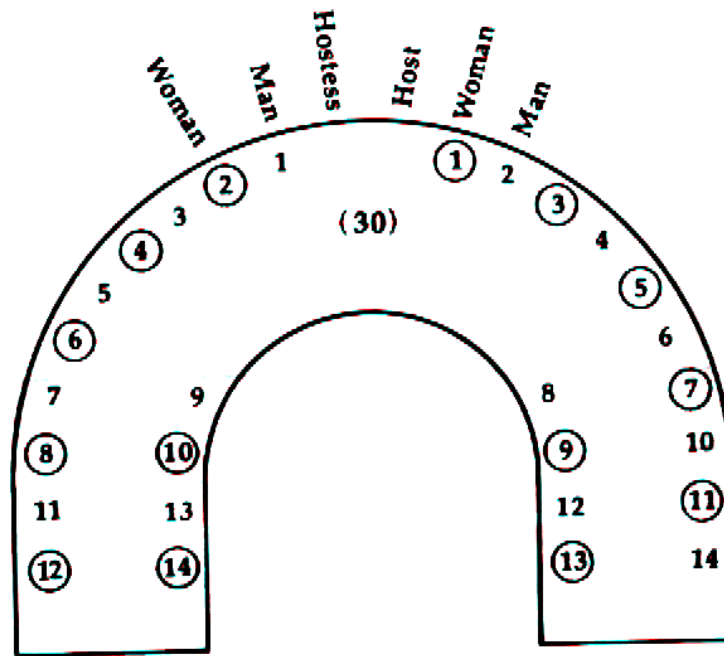
Example 4b. One couple unmarried; number divisible by four. *Unmarried couple.



Example 4c. All couples married; round table; number divisible by four. Note: 5' table seats 8; 5½' table seats 10; 6' table seats 12.

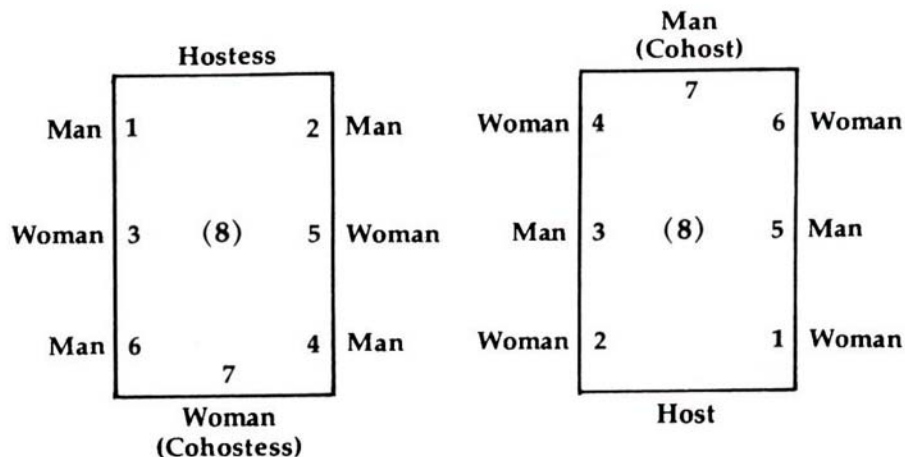
**(Mixed Luncheons and Dinners at the Squared U
and Horseshoe Tables)**

The squared U and horseshoe tables are frequently used at large official ceremonial functions where the host and hostess are seated side by side. See example 5a. An alternative plan places the male honored guest on the host's right and the wife of the guest of honor on his left. The hostess is then seated on the right of the guest of honor. See example 5b.



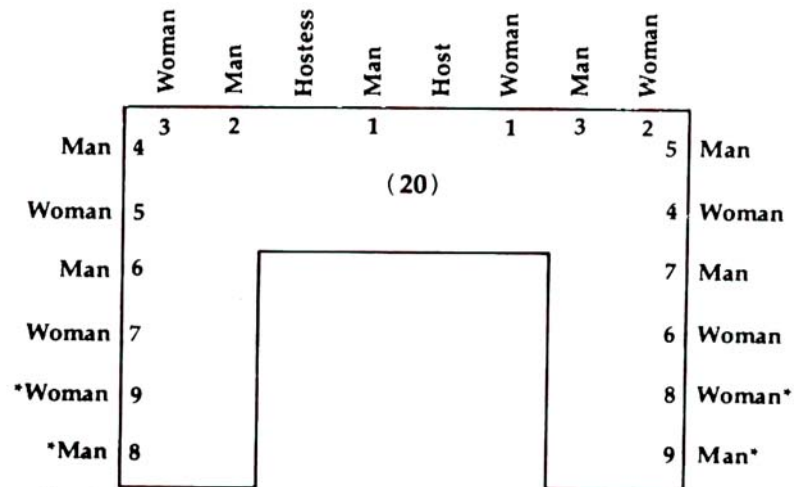
le 5a. Horseshoe; host and hostess seated together

At other than formal ceremonial luncheons and dinners, an arrangement at one of these tables may place the host and hostess opposite each other. See example 5c. However, this places the hostess at a disadvantage as her back faces her guests.



Example 4d. Host and hostess at separate tables; number divisible by four.

The E-shaped table (when a center leg is added to the squared U or horseshoe) is ideal when the host and hostess wish to seat a large number of guests "all at one table." This particular arrangement lends itself to greater flexibility in seating.



Example 5b. Squared U; number divisible by four; host seated between guests of honor.

**Arrangement avoids placing a woman at the end.*

(Head Table –Dais)

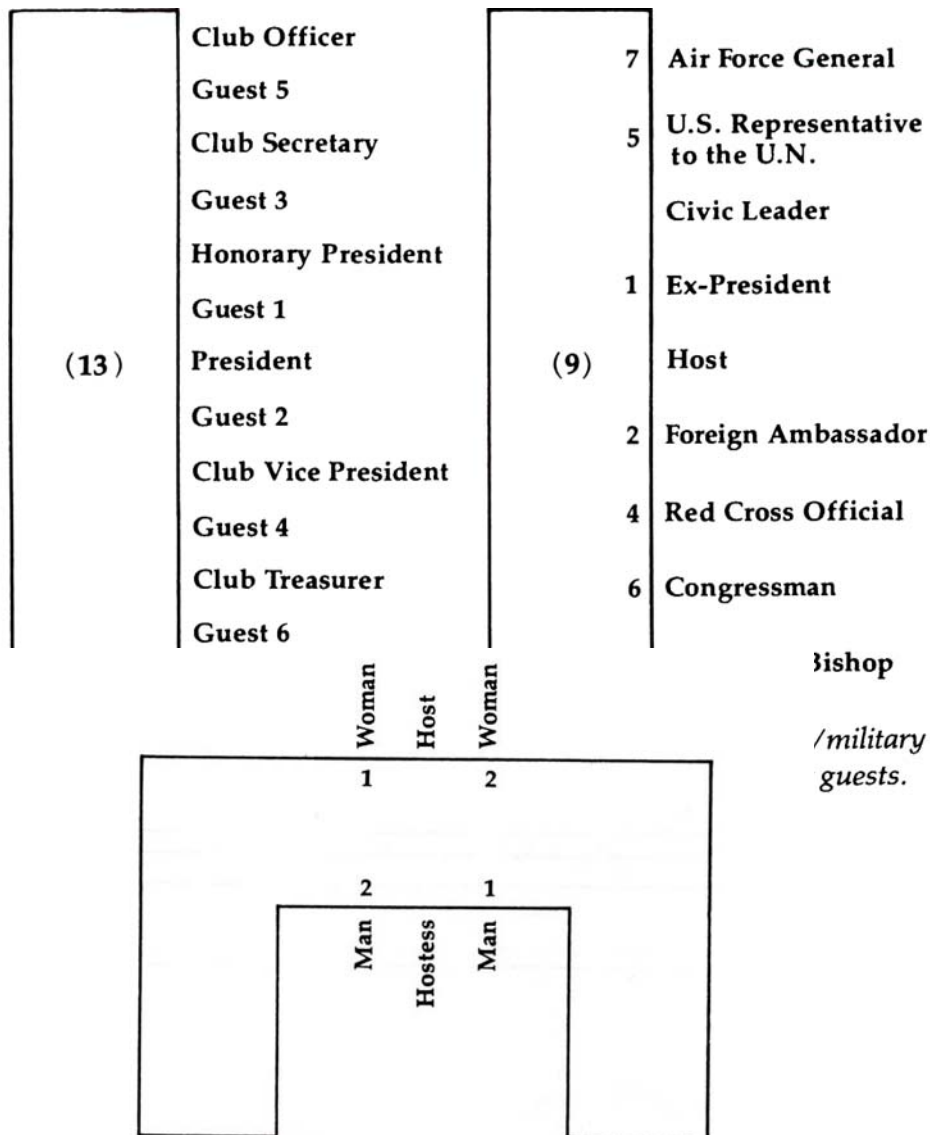
Seating arrangements at head tables are required for most public functions such as a charity luncheon, a convention dinner, a banquet to honor a distinguished foreign visitor or other prominent person, an event to promote a political cause, etc. Some functions are stag affairs, some mixed groups, and some are with and without speakers.

For a ladies' luncheon where club officers and important guests compromise the head table, see example 6a.

A head table at which official and no ranking guests are present is shown in example 6b. The important citizens who represent their civic or philanthropic organizations may be placed between the official ranking guest after the guest of honor and second top official guest are seated.

When arranging seating for a low-ranking toastmaster and guest speaker at a banquet, the chairman (or host) must tactfully place them as close to the center of the table as possible.

If the principal speaker is a man and he is outranked by others present, he may be placed in seat 2 to the left of the chairman (or host) or in seat 3. The toastmaster is frequently placed at the left of the second-ranking guest. See example 6c.

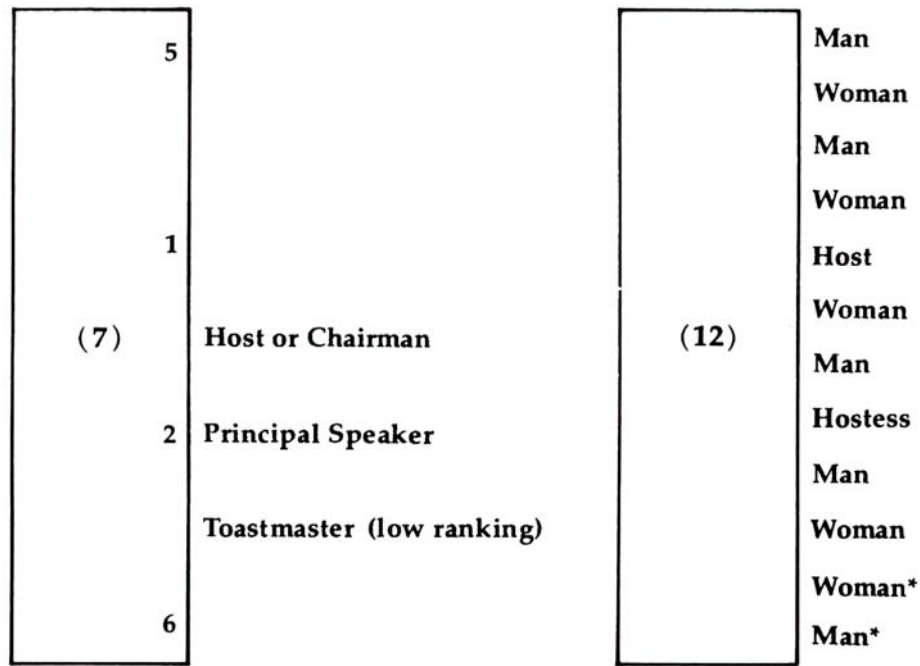


Bishop
/military
guests.

Example 5c. Squared U; host and hostess seated opposite each other.

When it is a mixed function and couples are to be seated at the head table, the top-ranking lady would be placed at the right of the chairman (or host) and the number two lady at his left. See example 6d.

When it is necessary to seat guests of honor on a dais of two or more tiers, it is customary to seat the top-ranking guests on the first tier.



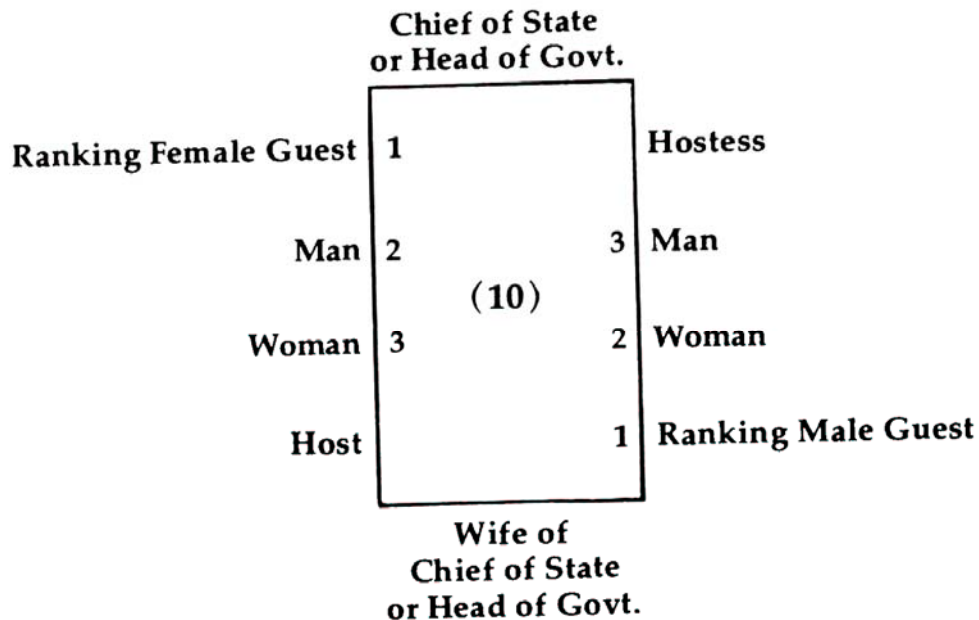
Example 6c. Toastmaster and guest speakers.

Example 6d. Host and hostess (or chairman and wife) with couples.

**Arrangement avoids seating a woman at the end of the table.*

(Unofficial Luncheons and Dinners for Chief of State/Head of Government)

Occasionally private citizens who are known to a visiting Chief of State/Head of Government offer to extend hospitality to them. The host and hostess relinquish their places at the dining table in order for the visitors to sit at the head and foot of the table. The host places himself at the left of the wife or husband of the Chief of State and the hostess to the left of the guest of honor. The number two man and woman sit at the right of the Chief of State and his wife or her husband.

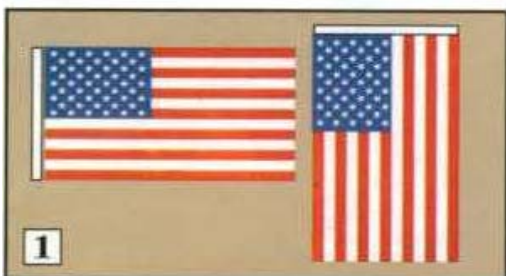


Example 7.

EVERYDAY FLAG ETIQUETTE

General Display

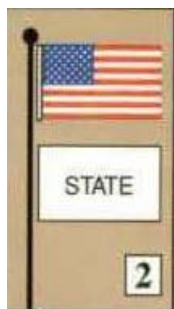
It is universal custom to display the flag only from sunrise to sunset on buildings and on stationary flagstaffs in the open. However, when a patriotic effect is desired, the flag may be displayed twenty-four hours a day if properly illuminated during the hours of darkness.



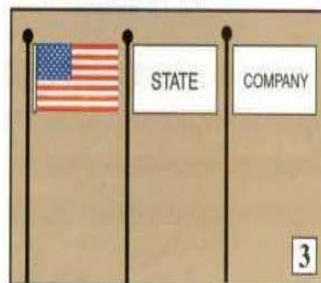
1. When displayed either horizontally or vertically, against a wall, the union should be uppermost and to the flag's own right, that is, to the observer's left. When displayed in a window, the flag should be displayed in the same way, with the union or blue field to the left of the observer.

No other flag or pennant should be placed above, or, if on the same level, to the right of the flag of the United States of America, except during church services conducted by naval chaplains at sea... for personnel of the Navy...when the church pennant may be flown above the flag.

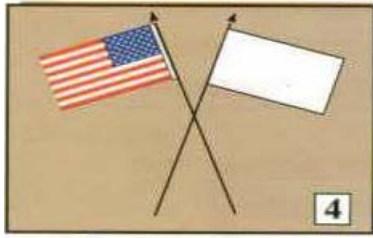
No person shall display the flag of the United Nations or any other national or international flag equal, above, or in a position of superior prominence or honor to, or in place of, the flag of the United States at any place within the United States or any Territory or possession thereof; Provided, that nothing in this section shall make unlawful the continuance of the practice heretofore followed of displaying the flag of the United Nations in a position of superior prominence or honor, an other national flag of the United States at the headquarters of the United Nations.



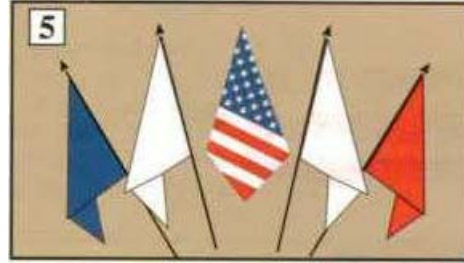
2. When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the later should always be at the peak.



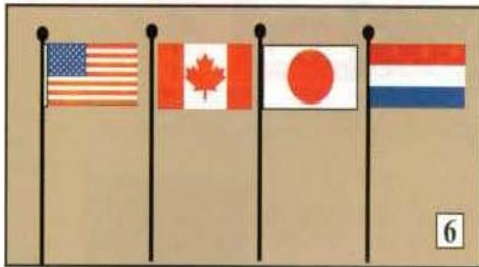
3. When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and lowered last. No such flag or pennant may be placed above the flag of the United States or to the United States flag's right.



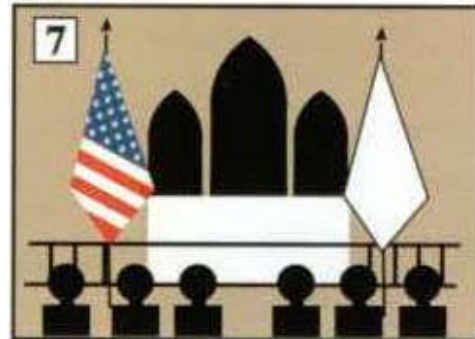
4. The flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right, and its staff should be in front of the staff of the other flag.



5. The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of States or localities or pennants of societies are grouped and displayed from staffs.



6. When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace.



Churches, Auditoriums

7. When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a church or public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the clergyman's or speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker or the right of the audience.

Appendix A
Miami-Dade County
Elected Officials



Carlos Alvarez
Mayor

Joe A. Martinez
Chairman

Dennis C. Moss
Vice Chairperson

Board of County Commissioners

Barbara Jordan	District 1
Dorrin D. Rolle	District 2
Audrey Edmonson	District 3
Sally A. Heyman	District 4
Bruno A. Barreiro	District 5
Rebeca Sosa	District 6
Carlos Gimenez	District 7
Katy Sorenson	District 8
Dennis C. Moss	District 9
Javier D. Souto	District 10
Joe A. Martinez	District 11
José "Pepe" Diaz	District 12
Natacha Seijas	District 13

Harvey Ruvín
Clerk of Courts

Committee Plan and Member Assignments

Infrastructure and Land Use Committee

Area of Responsibility: The area of responsibility for the Infrastructure and Land use Committee is primarily to ensure that governmental programs work efficiently to ultimately provide sustainable growth and the delivery of responsive services to the residents of Miami-Dade County. Additionally, this committee will oversee all issues pertaining to environmental protection and the prudent use of our natural resources.

Committee Jurisdiction:

- Department of Environmental Resources Management
- Office of Water Management
- Water and Sewer Department
- Department of Planning and Zoning
- Public Works Department (Non-Surface Transportation Issues)
- Department of Solid Waste Management
- Incorporation and Annexation
- Office of Capital Improvements Construction Coordination
- Building Department
- Building Code Compliance Office

Coordinate/Liaise With:

- South Florida Water Management District
- South Florida Regional Planning Council

Committee Membership:

- **Commissioner Natacha Seijas (Chair)**
- **Commissioner Jose “Pepe” Diaz (Vice Chair)**
- Commissioner Audrey M. Edmonson
- Commissioner Carlos A. Gimenez
- Commissioner Barbara J. Jordan
- Commissioner Dorrin D. Rolle

Intergovernmental, Recreation and Cultural Affairs Committee

Area of Responsibility: The area of responsibility for the Intergovernmental, Recreation and Cultural Affairs Committee is primarily to ensure that the County’s Legislative agendas at the local, state, and federal levels are implemented and effectively communicated to appropriate elected

and appointed leaderships in a manner that will benefit Miami-Dade County. Additionally, this committee shall have responsibility over resources and matters pertaining to parks, museums, and the arts and cultural affairs community.

Committee Jurisdiction:

- BCC Office of Intergovernmental Affairs
- Art in Public Places
- Cultural Affairs Department
- Historic Preservation
- Miami-Dade Public Library System
- Museums and Cultural Facilities
- Parks and Recreation Department
- Vizcaya Museum and Gardens
- The Performing Arts Center (PAC)
- Office of Safe Neighborhood Parks (OSNP)
- Oversight of Museum Development
- Oversight of Marlins Baseball Facility

Coordinate/Liaise With:

- The Miami-Dade Delegation
- Miami-Dade Sports Commission

Committee Membership:

- **Commissioner Sally A. Heyman (Chair)**
- **Vice Chairman Dennis C. Moss (Vice Chair)**
- Commissioner Carlos A. Gimenez
- Commissioner Audrey M. Edmonson
- Commissioner Natacha Seijas
- Commissioner Javier D. Souto

Internal Management and Fiscal Responsibility

Area of Responsibility: The area of responsibility for the Internal Management and Fiscal Responsibility Committee is to provide adequate oversight of departments that are at the forefront of ensuring that the County efficiently and effectively provides services to the citizens of Miami-Dade County. Provides oversight over the fair and equitable treatment of Miami-Dade County Employees.

Committee Jurisdiction:

- Department of Audit and Management Services
- BCC Office of the Commission Auditor
- Department of Procurement Management
- Employee Relations Department
- Finance Department
- General Services Administration (GSA)
- Enterprise Technology Services Department (ETSD)
- Communications
- Housing Finance Authority
- Office of Fair Employment Practices
- Office of Strategic Business Management (OSBM)
- Office of the Property Appraiser

Coordinate/Liaise With:

- Commission on Ethics and Public Trust
- Efficiency and Competition Commission
- Office of the Inspector General

Committee Membership:

- **Commissioner Bruno Barreiro (Chair)**
- **Commissioner Audrey M. Edmonson (Vice Chair)**
- Commissioner Sally A. Heyman
- Commissioner Katy Sorenson
- Commissioner Rebeca Sosa
- Vice Chairman Dennis C. Moss

Community Outreach, Safety and Healthcare Administration

Area of Responsibility: The area of responsibility for the Community Outreach, Safety and Healthcare Administration Committee is to provide direct service to the residents of Miami-Dade County. Moreover, it is the responsibility of this committee to provide oversight of our police and fire service in order to assure that there is positive interaction between public safety departments and the community in an effort to foster relationships that will improve the quality of life within Miami-Dade County.

Committee Jurisdiction:

- Animal Services Department
- Community Action Agency
- Miami-Dade Police Department
- Miami-Dade Corrections and Rehabilitation Department
- Office of Emergency Management
- Miami-Dade Fire and Rescue Department
- Homeland Security
- Homeless Trust
- Department of Human Services
- Juvenile Assessment Center
- Office of the Medical Examiner
- Public Health Trust
- Team Metro Department
- Elections Department

Coordinate/Liaise With:

- Alliance for Human Services
- Anti-Predatory Lending Task Force
- Children's Trust
- Community Relations Board
- Independent Review Panel
- Miami-Dade AIDS/HIV Partnership
- Youth Crime Task Force
- Dade-Miami Juvenile Justice Task Force

Committee Membership:

- **Commissioner Rebeca Sosa (Chair)**
- **Commissioner Javier D. Souto (Vice Chair)**
- Commissioner Barbara Jordan
- Commissioner Jose "Pepe" Diaz
- Commissioner Bruno Barreiro
- Commissioner Natacha Seijas

Regional Transportation Committee

Area of Responsibility: The area of responsibility for the Regional Transportation Committee is to provide adequate oversight and direction for one of Miami-Dade County's most important economic engines and the effective implementation of the People's Transportation Plan, therefore improving the County's public transportation system.

Committee Jurisdiction:

- Miami-Dade Transit Department
 - People's Transportation Plan (PTP)
- Miami International Airport Department
 - Capital Improvement Program (CIP)
 - Miami Intermodal Center (MIC)
 - Rental Car Facility (RCF)
- Public Works Department (Surface Transportation Issues Only)

Coordinate/Liaise With:

- Metropolitan Planning Organization (MPO)
- Miami-Dade Expressway Authority (MDX)
- Tri-Rail
- Citizens Independent Transportation Trust (CITT)
- Regional Transportation Organizations

Committee Memberships:

- **Commissioner Carlos A. Gimenez(Chair)**
- **Commissioner Katy Sorenson (Vice Chair)**
- Commissioner Sally A. Heyman
- Vice Chairman Dennis C. Moss
- Commissioner Dorrin D. Rolle
- Commissioner Rebeca Sosa

Community Empowerment and Economic Revitalization Committee

Area of Responsibility: The area of responsibility for the Community Empowerment and Economic Revitalization Committee is to provide oversight and guidance to those departments and agencies that have been charged with the economic revitalization of this community and creating an atmosphere that promotes public/private partnerships while luring businesses to Miami-Dade County.

Committee Jurisdiction:

- Office of Community and Economic Development (OCED)
- Consumer Services Department
- South Florida Employment and Training Consortium
- Urban Revitalization Task Force (UTR)
- Metro-Miami Action Plan Trust (MMAP)
- Miami-Dade Seaport Department (Port of Miami)
- Department of Business Development
- Beacon Council
- International Trade Consortium (ITC)
- Free Trade Area of the Americas (FTAA)
- Miami-Dade Housing Agency

Coordinate/Liaise With:

- Empowerment Zone Trust
- Miami River Commission
- Greater Miami Convention and Visitors Bureau (GMCVB)
- Chambers of Commerce
- Tourist Development Council

Committee Memberships:

- **Commissioner Dorrin D. Rolle (Chair)**
- **Commissioner Barbara J. Jordan (Vice Chair)**
- Commissioner Bruno Barreiro
- Commissioner Jose "Pepe" Diaz
- Commissioner Katy Sorenson
- Commissioner Javier D. Souto

General Obligation Bond Program Subcommittee

Area of Responsibility: The area of responsibility for the General Obligation Bond Program Subcommittee is the oversight of the successful implementation of the General Obligation Bond Program.

The subcommittee may consider testimony, recommendations from task forces, coalitions, advocates, organizations, residents, or others, as necessary.

Subcommittee Membership:

- **Commissioner Bruno A. Barreiro (Chair)**
- Commissioner Dorrin D. Rolle
- Commissioner Carlos A. Gimenez
- Commissioner Katy Sorenson

Appendix B

LOCAL GOVERNMENT OFFICIALS

Courtesy of THE MIAMI-DADE COUNTY LEAGUE OF CITIES, INC.

2490 Coral Way, Suite 301-B, Miami, FL 33145 Phone: 305-856-5050 Fax: 305-856-5777

RICHARD KUPER, ESQ.
EXECUTIVE DIRECTOR
305.948.2939

<p><u>City of AVENTURA / DISTRICT</u> <i>Population: 27,241</i> 19200 W. COUNTRY CLUB DRIVE, 33180 phone: 305.466.8901 facsimile: 305.466.8919 <u>NEXT ELECTION:</u> <i>March 2007</i> MEETINGS: 1st Tues., 6:00 p.m. MANAGER: Eric M. Soroka ATTORNEY: David Wolpin CLERK: Teresa M. Soroka, CMC MAYOR: Susan Gottlieb VICE MAYOR: Billy Joel COMMISSION: Zev Auerbach Bob Diamond * Luz Weinberg Michael Stern Harry Holzberg</p>	<p><u>City of NORTH BAY VILLAGE/ DISTRICT 4</u> <i>Population: 6,613</i> 7903 EAST DRIVE, 33141 phone: 305.756.7171 facsimile: 305.756.7722 <u>NEXT ELECTION:</u> <i>November 2006</i> MEETINGS: 2nd & 4th Tues., 7:30 p.m. MANAGER: (Acting) Charity Good ATTORNEY: Robert Switkes CLERK: Yvonne Hamilton MAYOR: Joseph "Joe" Geller VICE MAYOR: George Kane COMMISSION: Tzvi Bogomilsky Dr. Paul Vogel* Oscar Alfonso</p>
<p><u>Village of BAL HARBOUR / DISTRICT</u> <i>Population: 3,317</i> 655 96TH STREET, 33154 phone: 305.866.4633 facsimile: 305.868.6575 <u>NEXT ELECTION:</u> <i>April 2007</i> MEETINGS: 3rd Tuesday, 9:00 a.m. MANAGER: Alfred Treppeda ATTORNEY: Richard Jay Weiss CLERK: Ellisa Horvath MAYOR: Seymour (Sy) Roth* ASSISTANT MAYOR: Howard Berlin COUNCIL: Joel Jacobi Jean Rosenfield Jamie Sanz</p>	<p><u>City of NORTH MIAMI / DISTRICTS 2 & 4</u> <i>Population: 60,069</i> 776 NE 125TH STREET, 33161 phone: 305.893.6511 facsimile: 305.892.9899 <u>NEXT ELECTION:</u> <i>May 2007</i> MEETINGS: 2nd & 4th Tues., 7:00 p.m. DEPUTY CY MGR: Dennis Kelly MANAGER: Clarence Patterson ATTORNEY: Barry Kutun 895.7029 CLERK: Frank Wolland MAYOR: Kevin Burns COUNCIL: Jacques Despinosse Scott Galvin Michael Blynn* (Treasurer) 947.8882 Mary Steril</p>
<p><u>Town of BAY HARBOR ISLANDS/ DISTRICT</u> <i>Population: 5,188</i> 9665 BAY HARBOR TERRACE, 33154 phone: 305.866.6241 facsimile: 305.866.4863 <u>NEXT ELECTION:</u> <i>April 2007</i> MEETINGS: 2nd Monday, 7:00 p.m. MANAGER: Greg Tindle ATTORNEY: Craig B. Sherman CLERK: Marlene Marante MAYOR: Peter G. Lynch* VICE MAYOR: Kenneth Weinstein COUNCIL: Stephanie Bruder Alberto Ruder Robert H. Yaffe Ileene Wallace Isaac Salver (President)</p>	<p><u>City of NORTH MIAMI BEACH/ DISTRICTS 1, 4, 5</u> <i>Population: 42,167</i> 17011 NE 19TH AVENUE, 33162 phone: 305.947.7581 facsimile: 305.787.6036 <u>NEXT ELECTION:</u> <i>May 2007</i> MEETINGS: 1st & 3rd Tues., 7:30 p.m. MANAGER: Gary Brown ATTORNEY: Howard B. Lenard 948.2939; 787.6004 CLERK: Solomon Odenz MAYOR: Raymond Marin</p>

<p>305.864.9599 Fax: 305.864.7888</p> <p><u>Village of BISCAYNE PARK / DISTRICT 4</u> <i>Population: 3,485</i> 640 NE 114TH STREET, 33161 phone: 305.893.7490 facsimile: 305.891.7241 <u>NEXT ELECTION:</u> <i>December 2007</i> MEETINGS: 1st Tues, 7:00 p.m. CLERK: Carmen Spelorzi ATTORNEY: John Hearn MAYOR: John Hornbuckle VICE MAYOR: (6mt rotate) Chester H. Morris COMMISSION: Ted Walker Kelley Mallette Robert Anderson</p> <p><u>City of CORAL GABLES / DISTRICTS 6 & 7</u> <i>Population: 43,216</i> 405 BILTMORE WAY, 33134 phone: 305.446.6800 facsimile: 305.460.5350 <u>NEXT ELECTION:</u> <i>April 2007</i> MEETINGS: 2nd & 4th Tue., 9:00 a.m. MANAGER: David L. Brown (305) 460.5201 ATTORNEY: Elizabeth Hernandez 460.5218 CLERK: Walter J. Foeman 460.5208 MAYOR: Donald D. Slesnick, VICE MAYOR: Maria Anderson 460.5223 COMMISSION: Wayne (Chip) Withers 477.0030 William Kerdyk, Jr. 460.5326 Ralph Cabrera 460.5222</p> <p><u>City of DORAL/ DISTRICT 12</u> <i>Population: 21,000</i> 8300 NW 53rd Street, Ste. 100 33166 Phone: 305.593.6725 facsimile: 305.470.6850 MEETINGS: Every other Wednesday, 7:00 p.m. MANAGER: Sergio Purrios ATTORNEY: John Hern CLERK: (acting) Barbara Herrera-Hill MAYOR: Juan Carlos Bermudez* 639.2400 COUNCIL: Pedro "Pete" Cabrera Michael "Mike" DiPietro Sandra Ruiz Robert Van Name</p> <p><u>Village of EL PORTAL / DISTRICT</u> <i>Population: 2,535</i> 500 NE 87TH STREET, 33138-3517 phone: 305.795.7880 facsimile: 305.795.7884 <u>NEXT ELECTION:</u> <i>November 2006</i> MEETINGS: 2nd Tuesday, 7:30 p.m.</p>	<p>COUNCIL: Jay Chernoff * (Imm. Past Pres.) Kenneth A. DeFillipo Myron Rosner* John P. Julien Philippe Derosé David Templer</p> <p><u>City of OPA-LOCKA / DISTRICT 1</u> <i>Population: 15,592</i> 777 SHARAZAD BLVD., 33054 phone: 305.688.4611 facsimile: 305.953.2834 <u>NEXT ELECTION:</u> <i>November 2006</i> MEETINGS: 2nd & 4th Wed., 7:00 p.m.. MANAGER: Jannie Beverly ATTORNEY: A. Quinn Jones 953-2808 CLERK: Deborah S. Irby MAYOR: Joseph Kelley* VICE MAYOR: Terence K. Pinder COMMISSION: Rose Tydus Timothy Holmes Dorothy Johnson</p> <p><u>Village of PALMETTO BAY / DISTRICT 8</u> <i>Population: 26000</i> 8950 SW 152ND STREET, 33157 phone: 305.259.1234 facsimile: 305.259.1290 <u>NEXT ELECTION:</u> <i>September 2007</i> MEETINGS 1st Mon., 7: 00 p.m. MANAGER Charles Scurr ATTORNEY: Eve Boutsis CLERK: Meigham Pier MAYOR: Eugene Flinn* VICE MAYOR: Linda Robinson COUNCIL: Ed Feller Paul Neidhart John Breder</p> <p><u>Village of PINECREST/ DISTRICT 7,</u> <i>Population: 19,317</i> 12645 Pinecrest Parkway, 33156 phone: 305.234.2121 facsimile: 305.234.2131 <u>NEXT ELECTION:</u> <i>November 2006</i> MEETINGS: 2nd Tues., 7 p.m. ATTORNEY: Cynthia A. Everett 446.3244 CLERK: Guido H. Inguanzo, Jr. MANAGER: Peter G. Lombardi MAYOR: Gary Matzner VICE MAYOR: Cindie Blanck COUNCIL: Robert Hingston Gail Serota* Nancy Harter</p> <p><u>City of SOUTH MIAMI/ DISTRICT 7</u> <i>Population: 2,348</i> 6130 SUNSET DRIVE, 33143 phone: 305.663.6340 facsimile: 305.663.6348 <u>NEXT ELECTION:</u> <i>February 2007</i> MEETINGS: 1st & 3rd Tues.,</p>
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MANAGER: Steven Alexander ATTORNEY: Joe Geller CLERK: (Interim) Jordan W. Leonard MAYOR: Mariette Saintvil VICE MAYOR: Linda Marcus COUNCIL: Gaston Gosselin Lawrence D. Kennedy Harold E. Mathis Jr.	MANAGER: 7:30 p.m. ATTORNEY: Maria Davis Nagin Gallop and Figueredo CLERK: (Interim) Maria Menendez MAYOR: Horace Feliu 662.5828 VICE MAYOR: Randy Wiscomba COMMISSIONER: Marie Birts-Cooper* Jay Beckman Velma Palmer
<u>City of FLORIDA CITY / DISTRICT</u> <i>Population: 8,466</i> 404 WEST PALM AVE, POB 3001, 33034 phone: 305.247.8221 facsimile: 305.242.8133 <u>NEXT ELECTION:</u> <i>January 2007</i> MEETINGS: 2nd & 4th Tue., 7:30 pm ATTORNEY: Lloyd Marks 235.1358 CLERK: Jennifer Evelyn 242.8128 MAYOR: Otis T. Wallace 242.8128 VICE MAYOR: R.S. Shiver COMMISSION: Juanita Smith* Eugene Berry Tommy Dorsett	<u>City of WEST MIAMI / DISTRICT 6</u> <i>Population: 6,162</i> 901 SW 62ND AVENUE, 33144 phone: 305.266.1122 facsimile: 305.261.9914 <u>NEXT ELECTION:</u> <i>April 2007</i> MEETINGS: 1st & 3rd Wed., 7:30 p.m. MANAGER: Yolanda Aguilar ATTORNEY: Jose Villalobos, 860.1333 CLERK: Felix A. Diaz MAYOR: Velia Yedra Chruszcz* VICE MAYOR: Cesar Caraza COMMISSION: Juan M. Blanes Luciano Suarez Eduardo Muhina
<u>Town of GOLDEN BEACH / DISTRICT</u> <i>Population: 930</i> ONE GOLDEN BEACH DRIVE, 33160 phone: 305.932.0744 facsimile: 305.933.3825 <u>NEXT ELECTION:</u> <i>February 2007</i> MEETINGS: 3rd Tues., 7:30 p.m. ATTORNEY: Weiss Serota & Hellsman MANAGER: Bonilyn Wilbanks-Free CLERK: Cathy Szabo MAYOR: Glenn Singer VICE MAYOR: Ben Einstein COUNCIL: Camille Batista Judy Lusskin Joe Iglesias	<u>Town of Cutler Bay</u> phone: 305.234.4262 facsimile: 305.234.4251 <u>NEXT ELECTION:</u> <i>January 2007</i> MEETINGS: MANAGER: Steven J. Alexander (interim) ATTORNEY: Mitch Biermann (interim) CLERK: Elizabeth Sewell MAYOR: Paul Vrooman VICE MAYOR: Tim Meerbott COMMISSION: Erneie Sochin Peggy Bell
<u>City of HIALEAH / DISTRICTS 6, 12</u> <i>Population: 233,388</i> 501 PALM AVENUE, 33011-0040 phone: 305.883.5820 facsimile: 305.883.5814 <u>NEXT ELECTION:</u> <i>November 2007</i> MEETINGS: 2nd & 4th Tue, 7:00p.m. ATTORNEY: Bill Grodnick CLERK: Rafael Granado MAYOR: Julio Robaina COUNCIL PRESIDENT: Steve Bovo VICE PRESIDENT: Eduardo Gonzalez (1 st V. President) COUNCIL: Jose Pepe Yedra Luis Gonzalez Cindy Miel Carlos Hernandez Jose Caragol	<u>City of SUNNY ISLES BEACH / DISTRICT 4</u> <i>Population: 16,198</i> 18070 COLLINS AVENUE, 33160 phone: 305.947.0606 facsimile: 305.792.1563 <u>NEXT ELECTION:</u> <i>September 2007</i> MEETINGS: 3rd Thurs., 7:00 p.m. MANAGER: John Szerlag ATTORNEY: Hans Otinott CLERK: (Interim) Jane A. Hines MAYOR: Norman Edelcup* VICE MAYOR: Roslyn Brezin COMMISSION: Daniel Iglesias Lewis Thaler Gerald "Gerry" Goodman
<u>City of HIALEAH GARDENS / DISTRICT 12</u>	<u>Town of SURFSIDE / DISTRICT 4</u>

<p><i>Population: 20,160</i> 10001 NW 87TH AVENUE, 33016 phone: 305.558.4114 facsimile: 305.819.5319 <u>NEXT ELECTION:</u> <u>March 2007</u> MEETINGS: 1st & 3rd Tuesday. 7:30 p.m. ATTORNEY: Charles A. Citrin 674.0447 CLERK: Mari Joffee MAYOR: Yioset DeLaCruz* COUNCIL: Lucky Garcia, Chair Jorge Merida Rolando Pina, Vice Chair Jorge Gutierrez Manuel "Manny" Zardon</p> <p><u>City of HOMESTEAD/ DISTRICT 8, 9</u> <i>Population: 34,989</i> 790 N. HOMESTEAD BLVD., 33030 phone: 305.224.4400 facsimile: 305.224.4439 <u>NEXT ELECTION:</u> <u>November 2007</u> MEETINGS: 1st & 3rd Mon., 7:00 p.m. MANAGER: Kurt Ivy ATTORNEY: Weiss Serota Helfman CLERK: Sharon Auxier MAYOR: Roscoe Warren 224.4447 VICE MAYOR: Linda Bell COUNCIL: Steven D. Losner Amanda S. Garner Norman L. Hodge Judy Waldman Jeffrey D. Porter*</p> <p><u>Village of INDIAN CREEK / DISTRICT</u> <i>Population: 33</i> 9080 BAY DRIVE, 33154 phone: 305.865.4121 facsimile: 305.865.2502 <u>NEXT ELECTION:</u> <u>February 2007</u> MEETINGS: 1st Thurs., 9 a.m.. MANAGER: C. Samuel Kissinger ATTORNEY: Robert M. Brochin 579.0490 CLERK: Melisa Garciga MAYOR: Anne McDougal* VICE MAYOR: Robert Diener COUNCIL: Trudy Cejas Hunter Gary Jose Gilibert John Downey</p> <p><u>ISLANDIA</u> – INACTIVE – <i>Population: 6</i></p>	<p><i>Population: 5,250</i> 9293 HARDING AVENUE, 33154 phone: 305.861.4863 facsimile: 305.861.1302 <u>NEXT ELECTION:</u> <u>March 2007</u> MEETINGS: 2nd Tues., 8:00 p.m. MANAGER: W.D. Higginbotham ATTORNEY: Stephen Cypen 532.3200 CLERK: Beatrise Arguelles MAYOR: Charles Burkett*</p> <p>VICE MAYOR: Charles Weinberg COMMISSION: Mario Iberman Steven Levine Mark Blumstein</p> <p><u>City of SWEETWATER/ DISTRICT</u> <i>Population: 14,280</i> 500 SW 109TH AVENUE, 33174 phone: 305.221.0411 facsimile: 305.221.2541 <u>NEXT ELECTION:</u> <u>May 2007</u> MEETINGS: 1st Mon., 8:00 p.m. ATTORNEY: Ramon Irizarri CLERK: Marie Schmidt MAYOR: Manuel Marono* (Secretary) COMMISSION PRES: Prisca Barreto COMMISSION: Ariel Abelairas Manuel Duasso Orlando Lopez Jose M. Guerra Jose M. Diaz Jose Bergouignan</p> <p><u>Village of VIRGINIA GARDENS/ DIST 12</u> <i>Population: 2,348</i> 6498 NW 38TH TERRACE, 33166 phone: 305.871.6104 facsimile: 305.871.1120 <u>NEXT ELECTION:</u> <u>September 2007</u> MEETINGS: 3rd Thurs., 7:30 p.m. ATTORNEY: Jose Pepe Herrera CLERK: Maritza Fernandez MAYOR: Spencer Deno, IV* COUNCIL PRESIDENT: Debra Conover COUNCIL: John W. Nelson Jorge Arce Elizabeth Taylor Martinez Richard Block</p> <p><u>City of MIAMI / DISTRICTS 3, 5, 6&7</u> <i>Population: 372,920</i> 3500 PAN AMERICAN DRIVE, 33133 phone: 305.250.5360 facsimile: 305.250.5456 <u>NEXT ELECTION:</u> <u>November 2007</u> MEETINGS: 2nd & 4th MANAGER: Joe Arriola 250.5400 ATTORNEY: Jorge Fernandez CLERK: Priscilla A. Thompson</p>
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<u>Village of KEY BISCAINE/ DISTRICT 7</u> <i>Population: 11,100</i> 88 WEST MCINTYRE STREET, 33149 phone: 305.365.5511 facsimile: 305.365.8936 <u>NEXT ELECTION:</u> <i>November 2007</i> MEETINGS: 2nd & 4th Tues., 7:00 p.m. MANAGER: Jacqueline Menendez 365.5507 ATTORNEY: Steve Helfman 854.0800 CLERK: Conchita H. Alvarez, 365.5506 MAYOR: Robert Oldakowski COUNCIL: Patricia Weinman* Jorge Mendia Robert Vernon Enrique Garcia Steve Liedman Thomas Thornton		250.5360 MAYOR: Manuel A. Diaz 250.5300 CHAIR: Joe Sanchez * 250.5420 COMMISSION: Angel Gonzalez 250.5430; 250.5456 Thomas Regalado * 250.5380; 250.5386 Johnny L. Winton 250.5333 Michelle Spence-Jones 250.5390
<u>Town of MEDLEY/ DISTRICT 12</u> <i>Population: 1,130</i> 7331 NW 74TH STREET, 33166 phone: 305.887.9541 facsimile: 305.884.4827 <u>NEXT ELECTION:</u> <i>April 2007</i> MEETINGS: 1st Mon., 7:00 p.m. ATTORNEY: Mel Wolfe, ext.# 163 CLERK: Herlina Taboada, ext.# 112 MAYOR: Ramon Rodriguez, ext.#101 VICE MAYOR: Mary Tanner COUNCIL: Carlos Benedetto Margarita DeJesus Eugenio Advincula		<u>City of MIAMI BEACH / DISTRICT 4, 5</u> <i>Population: 90,486</i> 1700 CONVENTION CENTER Drive, 33139 phone: 305.673.7411 facsimile: 305.673.7074 <u>NEXT ELECTION:</u> <i>November 2007</i> MEETINGS: 1st & 3rd Wed., 9:00 a.m. MANAGER: Jorge M. Gonzalez 673.7010 ATTORNEY: Murray H. Dubbin 673.7470 CLERK: Robert E. Parcher 673.7411 MAYOR: David Dermer 673.7030 COMMISSION: Simon Cruz Luis R. Garcia, Jr. Richard Steinberg* (2nd V.President) Matti Herrera Bower* Jerry Libbman
<u>MIAMI-DADE CO SCHOOL BRD</u> <i>Pop: 2,345,932</i> 1450 NE SECOND AVENUE, MIAMI 33132 phone: 305.995.1304 facsimile: 305.995.1572 <u>NEXT ELECTION:</u> <i>November 2006</i> MONTHLY MEETINGS: 2 nd or 3 rd Wed., 1:00 p.m. SUPERINTENDENT: Rudolph F. Crew, Ed. D. ATTORNEY: Johnny Brown STUDENT ADVISOR: Hali Cooperman-Dix CHAIRMAN: Augustine J. Barrera VICE CHAIR: Perla Tabares-Hantman BOARD MEMBERS: Ana Rivas Logan Evelyn Langlieb-Greer Frank Bolanos Dr. Solomon C. Stinson Dr. Marta Perez Dr. Robert B. Ingram Dr. Martin Karp		<u>Town of MIAMI LAKES/ DISTRICT 13</u> <i>Population: 24,523</i> 6853 MAIN STREET, 33014 phone: 305.558.8244 facsimile: 305.558.8511 <u>NEXT ELECTION:</u> <i>September 2006</i> MEETINGS: 2nd & 4th Tues., 7:00 p.m. MANAGER: Alex Rey ATTORNEY: Nina Boniske CLERK: Debra Eastman MAYOR: Wayne Slaton* VICE MAYOR: Robert Meador, JJ COUNCIL: Mary Collins Roberto Alonso Michael Pizzi Nancy Simon Peter Thomson
<u>City of MIAMI GARDENS / DISTRICT 1</u> <i>Population: 100,805</i> 1515 NW 167 TH STREET, BLDG. 5, 33169 Phone: 305.622.8000 facsimile: 305.622.8001		<u>MIAMI-DADE COUNTY</u> <i>Population: 2,345,932</i> STEPHEN P. CLARK CTR, 111 NW 1ST ST, 33128 phone: 305.375.5311 facsimile: 305.375.5569 <u>NEXT ELECTION:</u> <i>September 2006</i> MEETINGS: 1st & 3rd Tues.,

<p>NEXT ELECTION May 2007</p> <p>MEETINGS: 2nd & 4th Wed., 7:00 p.m.</p> <p>MANAGER: Danny O. Crew</p> <p>ATTORNEY: Sonja Knighton Dickens 954.761.1404</p> <p>CLERK: Ronetta Taylor (CMC) 622.8003</p> <p>MAYOR: Shirley Gibson* (3rd V. (President) ext.2251</p> <p>COUNCIL: Aaron Campbell Jr. Sharon Pritchett Oscar Braynon II Barbara Watson Ulysses Harvard Melvin L. Bratton</p>	<p>9:30 a.m.</p> <p>MANAGER: George Burgess</p> <p>ATTORNEY: Murray</p> <p>CLERK: Harvey Ruvin, #210, 375.5126</p> <p>MAYOR: Carlos A. Alvarez</p> <p>COMMISSIONERS: Carlos Gimenez 375.5680 Joe A. Martinez 375.6002 Jose "Pepe" Diaz 375-4343 Bruno Bareiro 375.5924 Audrey Edmonson 375.4393 Barbara Jordan 375.5694 Sally Heyman 375-5128 Natacha Seijas 375.4831 Javier Souto 375.4835 Dennis Moss 375.4832 Katy Sorenson 375.5218 Dorrie Rolle 375.4833 Rebeca Sosa 375.5696</p>
<p><u>Village of MIAMI SHORES / DISTRICT 3, 4</u> <i>Population: 10,441</i></p> <p>10050 NE 2ND AVENUE, 33138</p> <p>phone: 305.795.2207</p> <p>facsimile: 305.756.8972</p> <p><u>NEXT ELECTION:</u> <i>April 2007</i></p> <p>MEETINGS: 1st & 3rd Tuesday, 7:30 p.m.</p> <p>MANAGER: Tom Benton</p> <p>ATTORNEY: Richard Sarafan 305.349.2318</p> <p>CLERK: Barbara Estep, CMC</p> <p>MAYOR: Al Davis</p> <p>VICE MAYOR: J.C. Rodriguez</p> <p>COUNCIL: Jim McCoy Stephen Laffredo Herta Holly</p>	
<p><u>City of MIAMI SPRINGS / DISTRICT 6</u> <i>Population: 13,725</i></p> <p>201 WESTWARD DRIVE, 33166</p> <p>phone: 305.805.5000</p> <p>facsimile: 305.805.5040</p> <p><u>NEXT ELECTION:</u> <i>April 2007</i></p> <p>MEETINGS: 2nd & 4th Mon., 7:00 p.m.</p> <p>MANAGER: Jim Borgman</p> <p>ATTORNEY: Jan Seiden 858.0220</p> <p>CLERK: Magali Valls, CMC</p> <p>MAYOR: Billy Bain*</p> <p>VICE MAYOR: Paul Dotson</p> <p>COUNCIL: Rob Youngs Zavier Garcia Bob Best</p>	<p>National League of Cities Donald Borut, Executive Director 1301 Pennsylvania Ave., N.W. Washington D.C. 20004 202.626.3000 FAX: 202.626.3043</p> <p>Florida League of Cities Michael Sittig, Executive Director P.O. Box 1757 Tallahassee, Florida 32302 850.222.9684 or 800.342.8112 FAX: 850.222.3806</p>

Appendix C

2005-2006 MIAMI-DADE COUNTY LEGISLATIVE DELEGATION

Chair: Representative Gustavo A. Barreiro

Delegation Office

Vice Chair: Senator Frederica Wilson

111 N.W. 1 Street Floor, # 108

Executive Director: Debra Owens dowens@miamidade.gov

Miami, FL 33131

Executive Assistant: Mirtha D.Flores mflores@miamidade.gov

Telephone: 305-375-4088

Fax: 305-375-4151

221 The Capitol

Tallahassee, Florida 32399

FLORIDA SENATE

Sen. Larcenia Bullard 39 th District bullard.larcenia.web@flsenate.gov Staff: Tiffany Johnson Donna Grant Thomas Barr Luke Kosar	(305) 668-7344 Fax: (305) 668-7346 8603 S. Dixie Highway, #304 Miami, FL 33143	(850) 487-5127 Fax: 487-5450 218 Senate Office Building 404 South Monroe Street Tallahassee, FL 32399	Agriculture, Vice Chair Education Education Appropriations Transportation Administrative Procedures Committee
Sen. Rodolfo "Rudy" Garcia 40th District Garcia.rudy.web@flsenate.gov Staff: Susie Martin David Marin Ana Olivares	(305) 364-3191 Fax: (888) 284-8594 7475 West 4 Avenue, Suite B Hialeah, Florida 33014	(850) 487-5106 314 Senate Office Building 404 South Monroe Street Tallahassee, FL 32399	Banking and insurance, Chair Communications and Public Utilities General Government Appropriations Governmental Oversight and Productivity Rules and Calendar

FLORIDA HOUSE OF REPRESENTATIVES

Rep. Rafael “Ralph” Arza 102 nd District Ralph.Arza@myfloridahouse.gov Staff: Manny Cid Christian Camera	(305) 827-2720 Fax: (305) 827-2725 14645 NW 77 th Ave. Suite 104 Hialeah, Florida 33014	(850) 488-1683 104 House Office Building 402 South Monroe Street Tallahassee, FL 32399	PreK-12 Committee–Chair Education Council–Vice Chair Education Appropriations Committee Future of Florida's Families, Insurance Committee
Rep. Wilbert T. Holloway 103 rd District tee.holloway@myfloridahouse.gov Staff: Charles Calaman Yonde Carson	(305) 654-7100 Fax: (305) 650-2302 610 NW 183 rd St. Suite 204 Miami Gardens, FL 33169	(850) 488-0766 1302 The Capitol 402 South Monroe Street Tallahassee, FL 32399	Vice Chair, Criminal Justice Committee Business Regulation Committee Fiscal council State Administration Appropriations Committee State Administration Council
Rep. Yolly Roberson 104 th District Yolly.Roberson@myfloridahouse.com Staff: Tracy Lozama	(305) 919-1867 Fax: (305) 919-1869 645 NE 127 th street North Miami, FL 33161	(850) 488-7088 1201 The Capitol 402 South Monroe Street Tallahassee, FL 32399	Choice & Innovation Committee Health Care Appropriations Committee Health Care Regulation Committee Local Government Council
Rep. Dan Gelber 106 th District Dan.Gelber@myfloridahouse.gov Staff: Naomi Bennett Debra Schwartz	(305) 531-7831 Fax: (305) 535-5487 1920 Meridian Avenue Miami Beach, FL 33139	(850) 488-0690 402 House Office Bldg 402 South Monroe Street Tallahassee, FL 32399	Domestic Security Committee Choice & Innovation Committee Judiciary Committee Justice Appropriations Committee Criminal Justice Appropriations Committee

FLORIDA HOUSE OF REPRESENTATIVES			
Rep. Gustavo A. Barreiro 107 th District Gustavo.Barreiro@myfloridahouse.gov Staff: Ana Garcia Betsy Mesa	(305) 643-7324 Fax: (305) 643-7326 1454 SW 1 Street Suite 100 Miami, Florida 33135	(850) 488-9930 221 The Capitol 402 South Monroe St. Tallahassee, FL 32399	Criminal Justice Appropriations Community Colleges & Workforce Fiscal Council Juvenile Justice Committee Legislative Budget Commission Committee Utilities & Telecommunications Committee

Rep. Phillip Brutus 108 th District brutus.phillip@myfloridahouse.gov Staff: Raquel Alexander Nashley Harrigan	(305) 956-2538 Fax: (305) 956-2540 1125 NE 125 th Street, Suite 103 Miami, FL 33161	(850) 488-4233 (850) 864-7582 fax 1302 The Capitol 402 South Monroe St. Tallahassee, FL 32399	Claims Committee Economic Development, Trade & Banking Committee Local Government Council Transportation Committee Legislative Committee on Intergovernmental Relations
Rep. Dorothy Bendross-Mindingall 109 th District Dorothy.Bendross-Mindingall@myfloridahouse.gov Staff: Cedric McMinn Shaquita Rahming	(305) 694-2958 Fax: (305) 694-2960 1521 NW 54 th Street, Suite 1521E Miami, Florida 33142	(850) 488-0625 (850) 921-9835 Fax 1402 The Capitol 402 South Monroe St. Tallahassee, FL 32399	Economic Development, Trade & Banking Committee Education Appropriations Committee Health Care regulation Committee Education Council Transportation Committee
Rep. Rene Garcia 110 th District Rene.Garcia@myfloridahouse.gov www.renegarcia.org Staff: Lilliana Rodriguez Jackie Sosa	(305) 827-2767 Fax: (305) 827-2769 3814 West 12 th Avenue Hialeah, FL 33012	(850) 487-2197 (850) 488-9933 fax 210 House Office Building 402 South Monroe St. Tallahassee, FL 32399	Health Care Regulation Comm. Chair Health 7 Families Council Health Care Appropriations Committee Tourism Committee
Rep. Marco Rubio 111 th District Marco.Rubio@myfloridahouse.gov Staff: Viviana Bovo Maribel Villarreal	(305) 442-6939 Fax: (305) 442-6941 1000 SW 57 th Avenue, Suite 201 Miami, FL 33144	(850) 487-2290 (850) 922-6002 fax 317 The Capitol 402 South Monroe St. Tallahassee, FL 32399	Chair, Select Committee to Property Rights Fiscal Council Procedures & Policy Rules & Calendar Council Spaceport & Technology Select Committee on Medicaid Reform

Rep. David Rivera 112 th District David.Rivera@myfloridahouse.gov Staff: Alina Garcia Marilu Armenteros	(305) 227-7630 Fax: (305) 227-7632 2450 SW 137 th Avenue, Suite 205 Miami, Florida 33175	(850) 488-7897 888-864-3377 417 House Office Building 402 South Monroe St. Tallahassee, FL 32399	Education Appropriations Committee, Vice Chair Insurance Committee, Vice Chair Agriculture Committee Education Council
Rep. Carlos Lopez-Cantera 113 th District Carlos.Lopez- Cantera@myfloridahouse.gov Staff: Lourdes Gonzalez Manuela Fiallo	(305) 442-6877 Fax: (305) 442-6879 2300 Coral Way Suite 111 Miami, Florida 33145	(850) 488-4202 (850) 488-4222 Fax 1401 The Capitol Tallahassee, FL 32399	Business Regulation Committee Elder & Long Term Care Committee Growth Management Committee State Administration Appropriations Committee Domestic Security Committee
Rep. Anitere Flores 114 th District Anitere.Flores@myfloridahouse.gov Staff: Diana Caridad Claudia Arcentales	(305) 227-7626 Fax: (305) 227-7629 1321 SW 107 th Avenue, Suite 205C Miami, Florida 33174	(850) 488-2831 1003 The Capitol 402 South Monroe St. Tallahassee, FL 32399	Colleges & Universities Committee Education Appropriations Health Care General Committee Utilities & Telecommunications Committee
Rep. Juan Carlos “J.C.” Planas 115 th District j.c.planas@myfloridahouse.gov Staff: Juan Del Cerro Ysset Boran	(305) 442-6800 Fax: (305) 442-6802 8532 SW 8 th Street, Suite 280 Miami, Florida 33144	(850) 488-3616 317 House Office Building 402 South Monroe St. Tallahassee, FL 32399	Judiciary Committee Fiscal Council Insurance Committee Justice Appropriations Committee
Rep. Marcelo Llorente 116 th District marcello.llorente@myfloridahouse.gov Staff: Lani Valido Jorge Conforme	(305) 273-3200 Fax: (305) 273-3202 13701 SW 88 th Street, Suite 201 Miami, Florida 33186	(850) 488-5047 308 House Office Building 402 South Monroe St. Tallahassee, FL 32399	Transportation & Economic Development Appropriations Committee Business Regulation Committee Criminal Justice Committee Justice Council

Rep. Julio Robaina 117 th District Julio.Robaina@myfloridahouse.gov Staff: Nubia Villegas Grethel Augiar	(305) 442-6868 Fax: (305) 442-6870 6741 SW 24 th Street, Suite 19 Miami, Florida 33155	(850) 488-6506 (850) 414-6881 Fax 405 House Office Building 402 South Monroe Street Tallahassee, FL 32399	Local Government Council Health & Families Council Health Care General Committee State Administration Appropriations Committee Transportation Committee
Rep. Edward Bullard 118 th District Edward.Bullard@myfloridahouse.gov Staff: Wilbert Service Venusmia Lovely	(305) 234-2208 Fax: (305) 234-2210 16201 SW 95 th Avenue Miami, Florida 33157	(850) 488-5430 1301 The Capitol 402 South Monroe St. Tallahassee, FL 32399	Agriculture Committee Elder & Long-Term Care Committee Justice Appropriations Committee State Resources Council
Rep. Juan C. Zapata 119 th District Juan.Zapata@myfloridahouse.gov Staff: Maria Peralta Claudia Sanchez	(305) 273-3288 Fax: (305) 273-3290 13550 SW 88 th Street, Suite 150 Miami, Florida 33186	(850) 488-9550 218 House Office Building 402 South Monroe Street Tallahassee, FL	Health Care General Committee Agriculture & Environment Appropriations Committee Business Regulation Committee Fiscal Council Joint Legislative Auditing Committee
Rep. Ken Sorensen 120 th District Ken.Sorenson@myfloridahouse.gov Staff: Holly M. Merrill Elaine Higgins	(305) 853-1947 Fax: (305) 853-1949 P.O. Box 699 Tavernier, Florida 33070	(850) 488-9965 405 House Office Building 402 South Monroe St. Tallahassee, FL 32399	Local Government Council Economic Development, Trade & Banking Committee Rules & Calendar Council

Revised 3/10/06

Appendix D



SPECIAL EVENTS PROTOCOL CHECKLIST

EVENT NAME _____
DEPT/DIV/LOC _____

☐ RECEIPT OF OFFICIAL REQUEST
(SEE PAGE 25)

☐ RESPECTIVE DEPARTMENTAL/AGENCY
DIRECTOR NOTIFIES HIS/HER ACM

☐ ACM DETERMINES PROCESS AND
IDENTIFIES PARTIES FOR
HANDLING SUCH REQUEST AND
SUBSEQUENT VISIT

☐ RESPECTIVE DEPARTMENT/AGENCY
WILL WORK WITH THE HIGHEST
RANKING COUNTY OFFICIAL WHO
WILL BE RECEIVING THE VISITING
DIGNITARY/OFFICIAL
(SEE PAGE 25)

☐ RESPECTIVE DEPARTMENT/AGENCY
WILL WORK WITH THE COUNTY'S
PROTOCOL DIVISION AND ITC TO
COORDINATE WITH LOCAL
AUTHORITIES AND THE OFFICE OF
THE VISITING DIGNITARY/OFFICIAL
TO FORMULATE A PROGRAM WHICH
WILL BE COMMUNICATED TO ALL
PARTIES INVOLVED
CONTACT: (305)-375-2601

☐ LOGISTICS:

- ☐ RECEIVING LINE
- ☐ IDENTIFY LEAD LOCAL PERSON
- ☐ VISIT SITE AND IDENTIFY NEEDS
- ☐ PODIUM
- ☐ BACKGROUND
- ☐ SEATING ARRANGEMENTS
- ☐ AUDIO/VISUAL
- ☐ GREEN ROOM
- ☐ REFRESHMENTS
- ☐ LOCATION AND ARRANGEMENT
OF RECEIVING LINE
- ☐ GENERAL PARKING & VIP PARKING
- ☐ TRANSPORTATION
- ☐ INVITATIONS
- ☐ PROGRAM
- ☐ SPEECHES (TRANSLATIONS)
- ☐ PROTOCOL GIFTS, AND/OR
- ☐ BIOS
- ☐ PHOTOGRAPHER
- ☐ PRESS ROOM
- ☐ RED CARPET
- ☐ IDENTIFY VOLUNTEERS
- ☐ PRESS RELEASES
- ☐ SITE SURVEY TO CONFIRM
ARRANGEMENTS
- ☐ NOTIFICATIONS (LOCAL/OTHER
OFFICIALS)
- ☐ SET UP OF LOGISTICAL MEETING
WITH ALL PARTIES INVOLVED TO
ENSURE THE SUCCESS OF
VISIT/EVENT
(SEE PAGE 25)

COMMENTS: _____

PREPARED BY _____

DEPARTMENT DIRECTOR _____

FOR PROTOCOL RELATED
Appendix E



INQUIRIES CALL: 305-375-2601

DIVISION OF PROTOCOL SERVICE DOCUMENT REQUEST FORM

Rush Orders Check Here ☐

RUSH ORDERS (LESS THAN 72 HOURS CANNOT BE GUARANTEED)

PHONE: 305-375-3611 FAX: 305-372-6029

PLEASE COMPLETE THE FOLLOWING INFORMATION:

Date: _____

Requested by: _____ Staff: _____

Telephone: _____ Fax: _____

Office/Dept./Agency/Person: _____

Telephone: _____ Fax: _____

Date of Event: _____ Date Required: _____

English ☐ Spanish ☐

To be presented at the
BCC Meeting?

Yes ☐

No ☐

Date: _____

PLEASE PRINT NAME/TITLE AND DATE AS YOU WANT IT TO APPEAR ON THE DOCUMENT(S)

**IMPORTANT: Please include background information
Special Recommendations:**

Co-Signed By: _____

DOCUMENT REQUESTED

- ☐ Proclamation
☐ Commendation ☐ District Commendation
☐ Certificate of Appreciation ☐ Salutes
☐ Congratulatory Certificate (Birthday, etc.,)
☐ Sympathy Resolution
☐ Distinguished Visitor

PROMOTIONAL ITEMS

Amount: _____ Key to the County
_____ Dictionaries
_____ Lapel Pins
_____ Pens
_____ Pencils
_____ Tie Clip

Frame Yes ☐ No ☐

For Government Protocol Services Use Only

Date Received: _____ Time: _____ AM/PM Date of

Event: _____

Received by: _____ Date

Required: _____

Document Title: _____ Work Order

Acknowledgements

The preparation of this manual was a collaborative effort among several County officials and departments. Without input from those who are at the forefront and who have had first hand experience in the area of protocol, this manual would not have been made possible. While it is not possible to list all those who in one way or another contributed to this collaborative effort, special thanks go to the following departments and individuals who made invaluable contributions to the writing of this manual.

They are:

The Jay Malina International Trade Consortium of Miami-Dade County

Mr. Manny J. Gonzalez, former Executive Director

Mr. Clarence Bird, Jr., Assistant to the Director

Mr. Cornelius Herelle, Senior Trade Development Specialist

Communications Department

Ms. Hilda Fernandez, former Director

Ms. Cynthia Jones, Assistant Director

Mr. Gregory Chin, former Media Relations Specialist

Miami-Dade Aviation Department

Mr. Irving Fourcand, Director of Protocol

Ms. Grazyna Stasiulis, Protocol Officer

Office of the former Mayor Alex Penelas

Mr. Alfred Mesa, former Director of Public Affairs

Office of Intergovernmental Affairs

Mr. David Perez, former Assistant Director

Ms. Rana Brown, former Assistant Director

Miami-Dade Police Department

Major Louis Battle

Captain Steven Rasmussen

Miami-Dade Fire and Rescue Department

Mr. Yemar Reus, Public Information Officer

Ms. Sherri Holbert-Lipner, Public Information Officer

Rep. District Three

Mr. Oscar J. Braynon, former Protocol Officer

Rep. District Eleven, Office of Commissioner Joe A. Martinez

Mr. Javier Marques, Chief of Staff

Ms. Esther Abolila, Executive Assistant

Sources

- Excerpts From The Flag Code of the United States – Public Law 94-344, July 7, 1976. Copyright 2004 Annin & Co.
- City of Laredo Protocol Handbook, 2001-2002, 2nd Edition. Zaffirini, Judith PhD.
- Miami-Dade County Legislative Delegation Office, 111 N.W. 1st Street, #108, Miami FL.
- Protocol: The Complete Handbook of Diplomatic, Official and Social Usage.
- McCaffree, Mary Jane; and Pauline Innis. Devon Publishing Company, Inc., Washington D.C., 1997.
- United States Department of State
- <http://www.state.gov/>